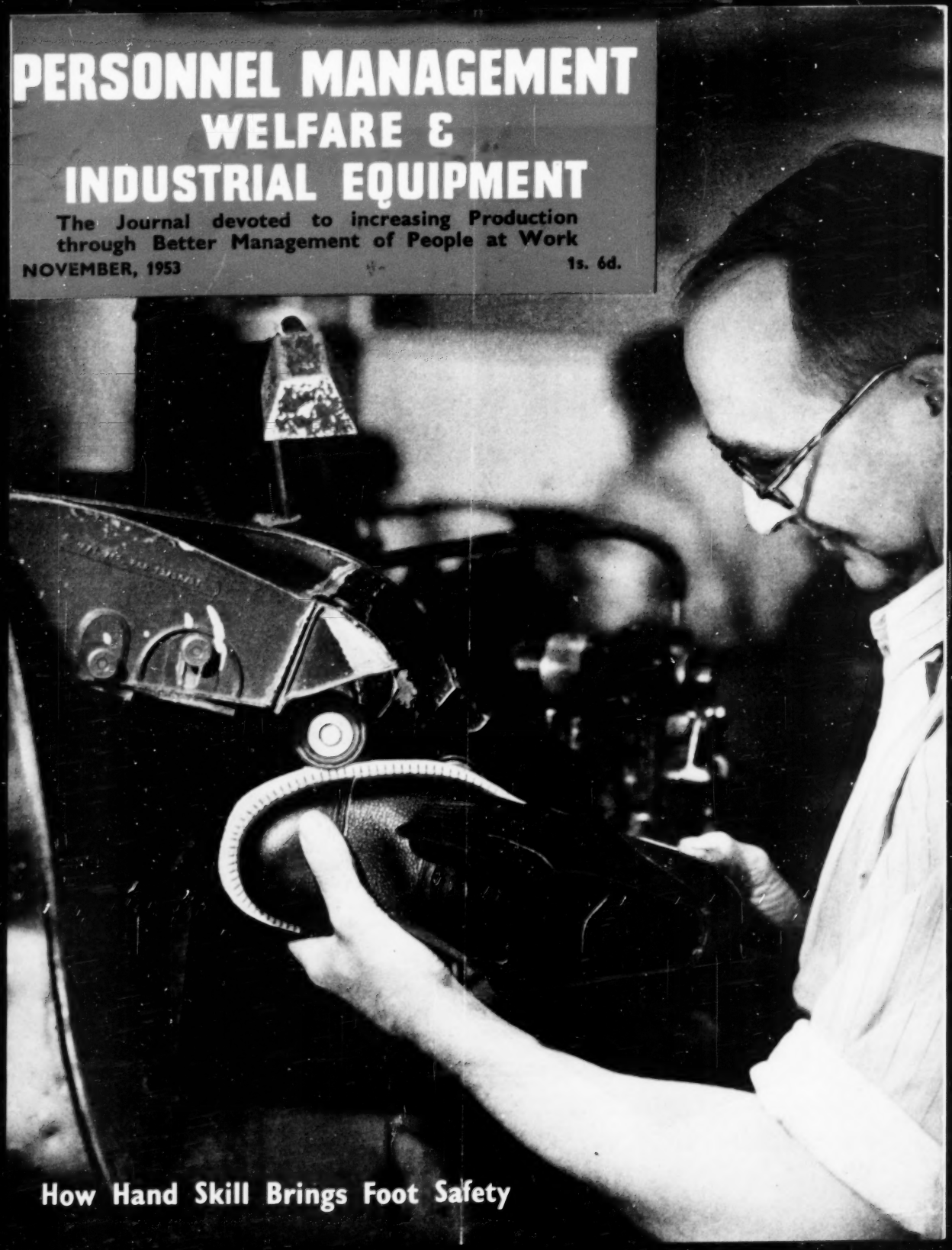
PERSONNEL MANAGEMENT
WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to increasing Production through Better Management of People at Work

NOVEMBER, 1953 1s. 6d.



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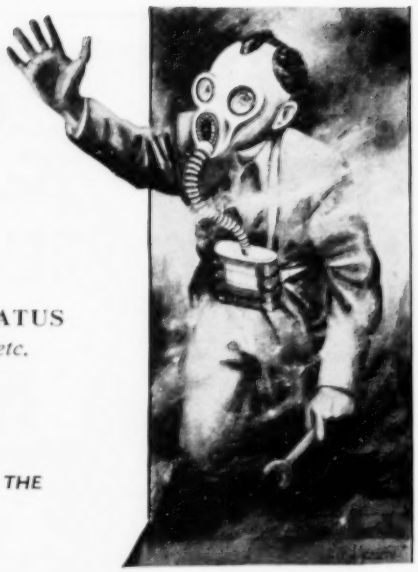

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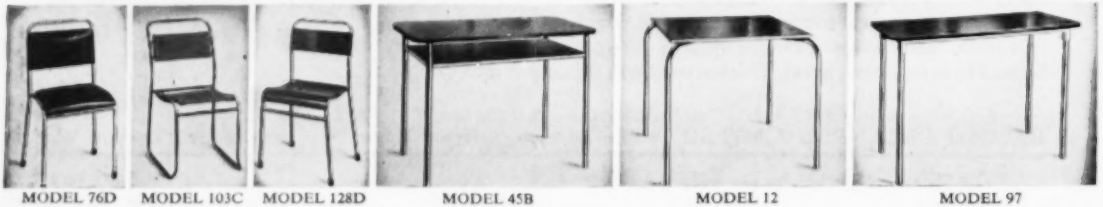

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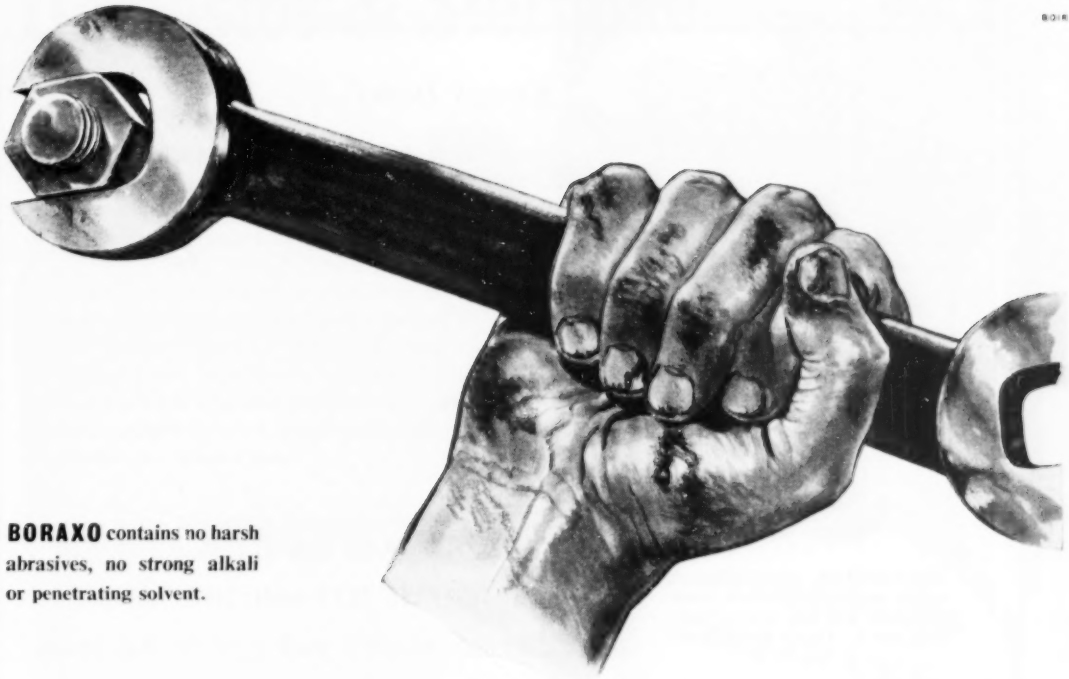

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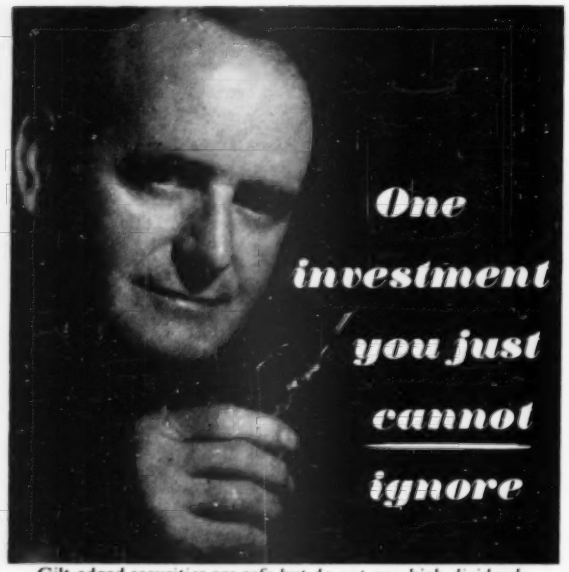

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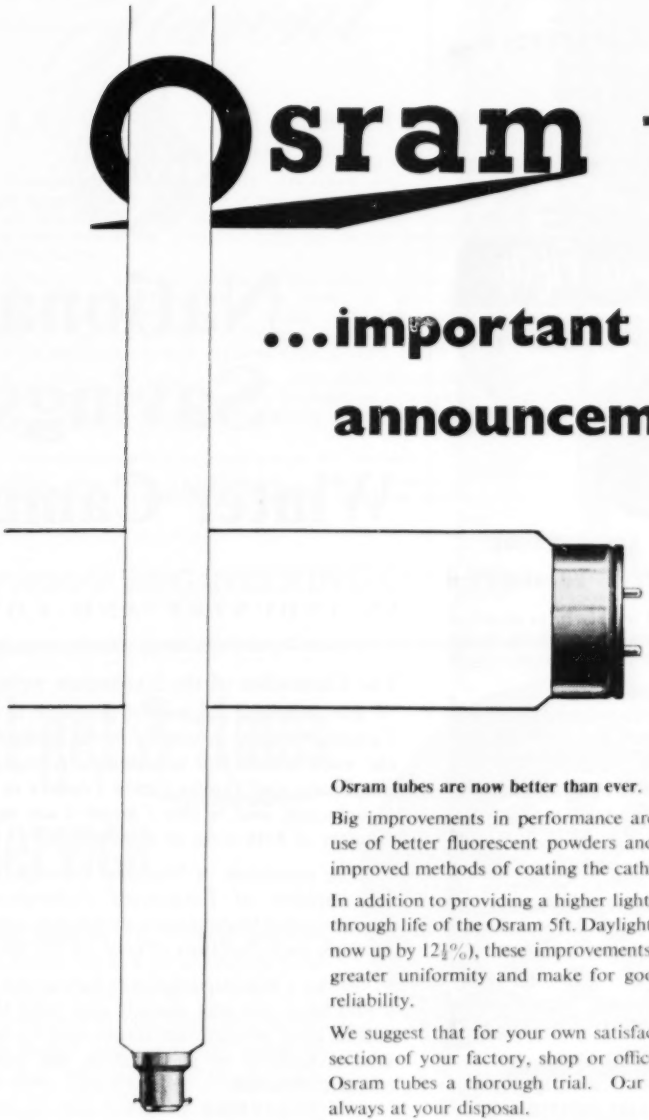

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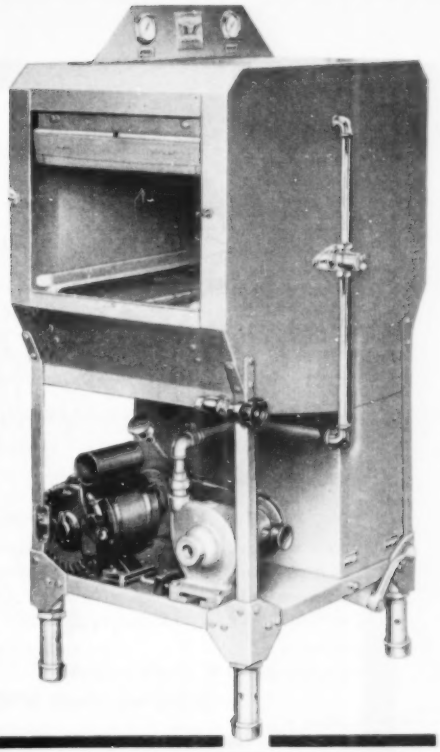

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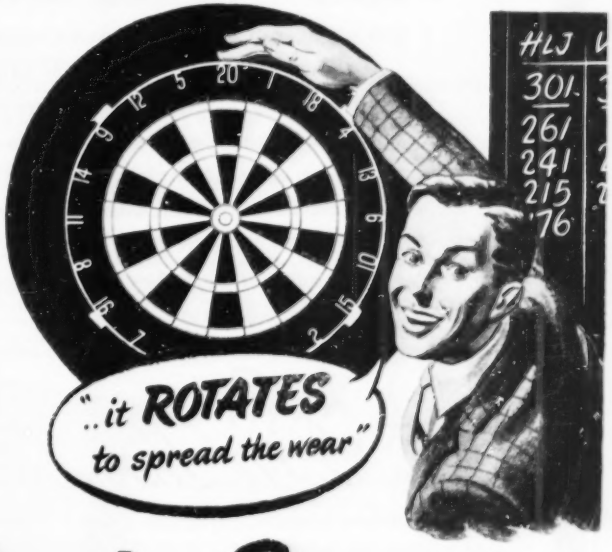

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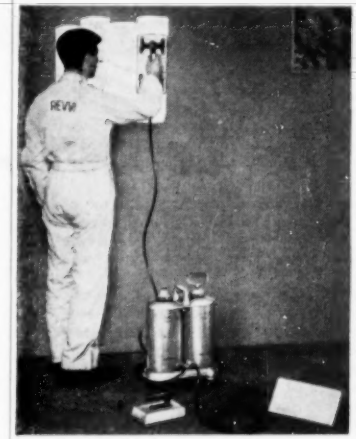

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Personnel Management Welfare and Industrial Equipment

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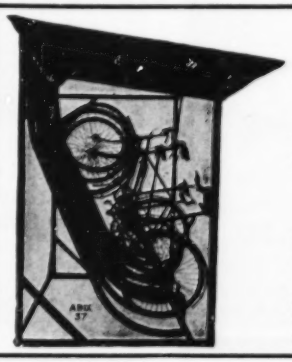

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How Industrial Welfare has Built Good Community Relations

By WINIFRED GODE

Community life in the small Kentish village of Larkfield is tending to centre more and more round Reed's Aylesford Paper Mills. The reason lies in the company's enlightened attitude to industrial welfare which has resulted in a loyal and stable labour force—not to mention a constant waiting list for jobs as well.

GOOD community relations, both inside and outside the works, have contributed much to the success of the Reed Group of paper mills and factories at New Hythe. The many facilities provided by the company for the benefit of the employees, and the many activities in which the local people share, bear witness to a positive policy aimed at integrating the industry with what was originally a rural community. Evidence of the success of this policy lies in the fact that there has always been a steady flow of recruits, and often a waiting-list, for jobs at the paper mills. Employees are drawn mainly from the surrounding villages and the towns of Maidstone, Chatham and Rochester.

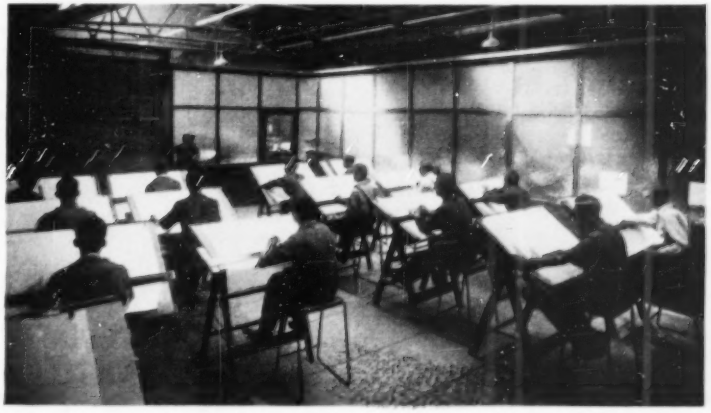
The mill dominates the small village of New Hythe and it is an example of the way in which, to some extent, local industry is becoming the focal point of the community. One of the leading spirits in this enterprise was the late managing director, Lieut.-Col. Clifford D. Sheldon, D.S.C., who joined the firm in 1912, and took over the development at Aylesford upon his return to civilian life at the end of the 1914-18 war. Apart from participation in the work of many trade associations, he devoted himself whole-heartedly to the development of sporting, recreational and educational facilities in the area. He lived in the district and shared the life of the workers both inside and outside the mill.

The present board of directors, under the managing directorship of Lieut.-Col. Sheldon's successor, Philip G. Walker, are continuing this policy of building good community relations.

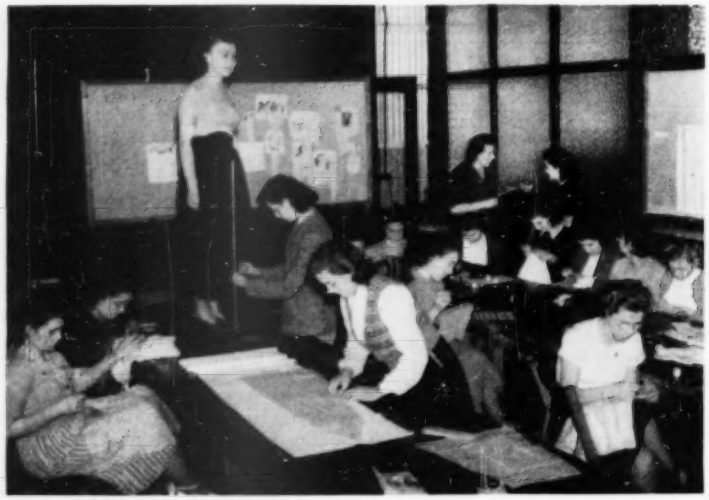
One of the factors now contributing to a stable and loyal labour force is the existence of a non-contributory pension scheme which ensures an attractive pension at the retiring age of sixty for women and sixty-five for men, based, of course, on the number of years served and the salary received in the latter part of their service. That pensioners retain their loyalty to and interest in the company is evidenced by the fact that at last year's reunion many of them travelled from as far afield as Wales and Yorkshire to attend.

Another feature is the "Samaritan Fund," which, as its name suggests, lends a helping hand to those in need. This is a joint venture by both management and employees. Apart from the initial donation made by the company, income is derived mainly from the organisation of various competitions and, occasionally, from profits from social events. Since the inception of the Fund in October, 1944, over 1,500 grants have been made.

A fully equipped surgery, with a doctor in attendance once a week contributes towards the health and safety of the mill workers. An ambulance service is available for works' accidents and this may also be used by employees' families if need arises. A chiropodist is employed one day each week and workers can receive expert attention at a nominal charge. By arrangement with the management, a dentist also attends once a week and treatment is free to people under eighteen. For the female staff there is also a hairdressing salon where the girls can get "perms" or a shampoo and set. The salon is staffed by two full-time hairdressers and appoint-



The Training School gives full-time instruction to entrants up to the age of twenty-one in paper-making, engineering and building. Here are some apprentices during a lesson in the drawing office.



Completed in 1946, the Works College was a success from the very beginning. It provides education on a voluntary basis for boys and girls between fifteen and eighteen. Our picture shows a group of girls in the dressmaking class.

ments are booked and paid for as in an ordinary commercial salon.

The canteen provides about 2,000 main meals each day at moderate prices. This service requires a subsidy but the company feels that the provision of good meals for their employees is money well spent.

The local community shares in the activities of the company, especially on the recreational side. An example of this is the annual Cobdown Show which is held at one of the company's sports grounds and which is open to the general public. This started as a small horticultural show, but now covers arts and crafts, photography and model engineering as well as horticultural and animal exhibits. Children's sports complete a full day's programme. All expenses for the show are borne by the company and any resulting profit is given to the Samaritan Fund.

Physical Recreation

A large and thriving sports club has the active support of the company who provide and maintain excellent sports grounds, including a small nine-hole golf course. Elected committees run the various sections —football, rugby, hockey, golf, tennis, cricket, bowls, badminton, boxing, swimming, athletics, rifle shooting, angling, model engineering and dramatic and entertainment sections. With this rich choice available, it is not surprising that representatives of Aylesford Paper Mills Sports Club have won honours in many county and national events, and through its sporting activities the company have improved its existing good relationship with the pulp and paper industry of Finland. For several years friendly contests have been held between Aylesford and the United Paper Mills Sports Club of Finland, and when the Finnish Olympic Team visited England in 1948 they presented the company with their sauna bath, the benefits of which are now enjoyed by Aylesford athletes.

Fitting tribute to the man who devoted so much of his time to the development of recreational activities for his workers, is the Clifford Sheldon club house. This delightful building is a converted oast house, surrounded by the Cobdown bowling greens. Appropriately enough, a bar now stands in the kiln where the hops were once dried, and the furniture and decorations include many valuable antiques and other beautiful examples of English craftsmanship. The Club is open to all members of the Reed Organisation and their relatives.

Nor is the practical side neglected, and here the Works College plays a vital part in the making of a good "all round" worker.

In 1942, when engaged upon aircraft production, the company set up a training school for girls. By 1944 some 200 girls had passed through the centre and results were so impressive that the management decided to retain these facilities to give pre-factory training to intending engineers. This was later extended to boys who wished to enter the paper industry as skilled operatives. With the passing of the 1944 Education Act and the obligation upon employers to release juveniles for further education, the management decided to establish its own works college which was completed in 1946, the organisation and equipment of the College being carried out in co-operation with the Kent Education Committee. Staffing of the College is by mutual arrangement, teachers being supplied by both the company and the Education Authority.

The success of the Works College led to a demand for similar provision for employees over eighteen years of age for evening study and to the establishment of an institute for recreational studies. Liaison between the Company, the Education Authority and the local technical colleges ensures that courses started by apprentices in the Works Training Centre can be continued until students reach the age of twenty-one.

The Training Set-up

The scheme is based broadly as follows: (1) *Training Centre*—this gives full-time training for entrants to trades (paper-making, engineering, building), and refresher courses for apprentices returning from the Forces; (2) *Works College*—further education on a voluntary basis for boys and girls between fifteen and eighteen; (3) *Evening Institute*—recreational courses for those over eighteen; (4) *Course supervision*—follow-up of apprentices after completion of courses at Training Centre; organisation of appropriate courses at technical college.

Without the goodwill of its workers no organisation, however technically perfect, can hope to secure maximum production and efficiency. It is clear that at Aylesford a great deal is done, through a good welfare programme, to ensure this very necessary goodwill.

Mr. R. M. McKinnon, M. A., has succeeded Mr. Denys Hamilton to the editorship of this journal.

Higher Output a Key Topic at I.P.M. Conference

By ROBERT McKINNON

Some 700 personnel officers, staff managers, senior civil servants and education and training officers were among the delegates to the Institute of Personnel Management's 40th annual conference held at Harrogate from October 2 to 4. Four of the five speakers dealt, in one form or another, with the problem of how to obtain greater productivity.

BY accident or design, one dominant theme emerged from the talks given during the course of the conference: namely—the task now facing Britain in her struggle towards prosperity and what efficient personnel management could do to help.

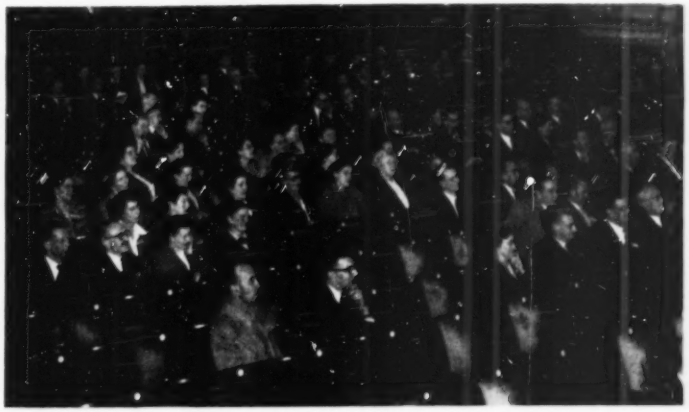
This factor was introduced from the outset when the first speaker, the Earl of Verulam, gave a talk on "The Export of Ideas" in which he expressed the general conviction that material resources were not the only key to a nation's prosperity. By way of example, the Earl quoted the Swiss who, although they represented only .2 per cent of the world population, dealt with 2 per cent of the world's exports. Their secret, he said, was that of a hardworking, skilful people who had persistently projected their ideas forward. Britain, with its larger population and Commonwealth ties, could do proportionately more. The world wanted our products, our techniques, but especially our ideas, and this applied to personnel management as well. "Your ideas and practices," he concluded, "are also exportable products."

Of a more specialist nature was the paper on "How far can the Science of Statistics Help in Personnel Management?" delivered by Professor Maurice Kendall, Professor of Statistics in the University of London, on the morning of the 3rd. It was a fascinating address, however, and some of the Professor's ideas could well be "exportable products." His main point was that, however complex individual life may be, there was always a simple law governing the aggregate. At the same time, statistical science was no substitute for qualities of leadership. Statistics, however, were a good corrective to the errors of the intuitive approach.

With regard to labour turnover, Professor Kendall emphasised that statistics had revealed definite patterns of behaviour and he should be very surprised if personnel management proved to be the only science in which the statistical method was useless. The technique of merit-rating was one example of statistical acceptance, even if it was only for the want of something better. In this connection, he put forward the bold opinion that, in business, the technique of personnel selection was somewhat behind that of the Civil Service, and even the Army, where more use was made of the statistical approach. The very essence of the problem was—"Can you predict how a man will behave from preliminary tests?" On this, Professor Kendall said: "You can't pin a statistician down unless you take the same trouble as he has." His general conclusion was that there were aspects of personnel management—such as dealing with difficult people—in which statistics were of no value, but statistics could certainly help where labour forces worked and lived in set economic and social patterns.

There followed the address of the President, Mr. L. Gale, whose remarks tied up with the underlying theme of the personnel manager's part in the productivity drive. He began by stressing the work being

(*Continued on page 235*)



Delegates listen attentively to Professor Kendall's address.

On Being Fair to Management's Middle Ranks

This month, Discussion Leader analyses a problem met with all too often in industry—namely, where the same consideration is not extended to the supervisor or foreman as is expected of the latter in their dealings with their staff. It is the age-old problem of authority being undermined while responsibility remains. Our feature suggests ways and means of how this can be averted. Readers' views on management problems are invited, one guinea being paid for each letter published.

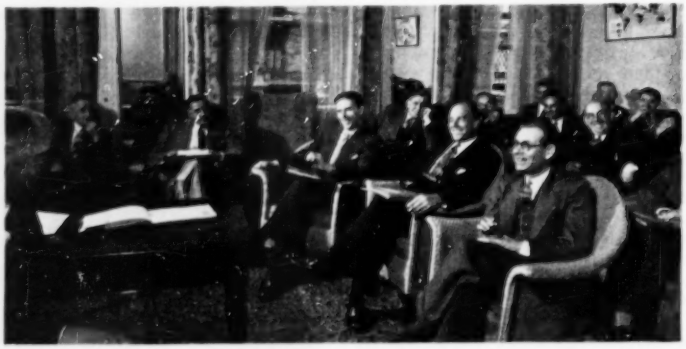
"With reasonable men I will reason,
With humane men I will plead,
But to tyrants give I no quarter,
Nor waste words where they will be lost."

THIS verse is quoted by Mr. James Booth, of 13 Harold Street, Banks Lane, Stockport, in his answer to the problem posed by a foreman in the September issue. This foreman had refused a loan to one of his operators only to find a few hours later that the works manager had granted it. The foreman felt annoyed because such an action weakened his authority and because the works manager had made similar "snap decisions" in the past. Mr. Booth quotes this verse to show that he feels the situation could have been avoided altogether if the foreman and the works manager had discussed the case together, or if the works manager had reasoned first with the foreman about it. He says:

> "The mistake was made, I think, by the works manager not himself giving the instruction to the foreman to let this worker have a loan, giving, of course, the reason to the foreman for allowing it to go through. Foremen and works managers, like anyone else, hold their own opinions of people and subjects, and this is one reason why the matter should be fully discussed between themselves before finally making the decision."

Mr. Alan Bird, personnel and welfare officer at Price Bros. and Co. Ltd., also feels that the situation could have been avoided altogether. He writes:

> "In the first place this situation should not have arisen (how easily we say this when it happens to someone else!). If the foreman was aware, as he states, that the manager was prone to make snap decisions, having refused the employee's request for a loan (though it would have been wiser to postpone the decision and mention it to the manager anyway), he should have informed the manager of his decision. The manager should have honoured this, even if he felt that the foreman had been mistaken, at the same time pointing out the inadvisability of making such a hasty decision.
>
> Secondly, the manager was at fault in making the snap decision—he should have asked the employee if he had referred the matter to his foreman.
>
> However, we are not concerned with what ought to have been done, but with what was done. The foreman felt, quite rightly, that his authority had been undermined—what should he do? It depends, of course, upon the state of his relationship with the manager, which does not appear to be very good. I feel he should have approached the manager in his office and pointed out that his authority had been undermined. If the manager were a fair-minded man, he would agree and would in future perhaps curb his tendency to make such snap decisions.
>
> Supposing the manager had listened to the worker's request and felt it justified, how could he see that justice was done and still support the authority of the foreman? I suggest that having asked the employee if the request had been made to his foreman, and learning that it had, and had been rejected, he should have made it plain that the foreman had the authority to make this decision, but in view of the worker's reasons, which the foreman, being busy, might not have understood properly, he would see him and explain them. Then having talked to the foreman privately about this matter and still feeling that there was no adequate reason to refuse the employee's request, he should *advise* the foreman to re-consider his decision. If the foreman were graceful enough to admit his former decision had been hasty and somewhat harsh, it should be left for him to send for the employee (the manager having left) and say that in view of the explanation given him by the manager, he would be willing to grant the loan. I realise that to some extent, this would be "losing face," but if he, too, was a fair-minded man, he would see that it was just penalty for his failure to give the matter adequate consideration at the outset (in fact, acting in a similar manner



Many middle rankers, such as these Unilever supervisors, now go on training courses where they are taught how to handle human problems skilfully.

to the manager, whose methods he resented!")

PREACHING AND PRACTICE

Dilemma of the Middle Ranks

WE must agree, I think, that Mr. Bird has set his thoughts down very clearly on this issue and that he has offered wise advice to both the foreman and the works manager concerned in the case. I wonder what you think of his last remark in parenthesis suggesting that the foreman had in fact acted in a similar way to the manager. It has often been said to me by supervisors and people in the middle ranks of management that they have to act in accordance with a pattern of behaviour set by their management. Mr. N. Maier, who has had a great deal of experience in training foremen in the human relations aspect of their work, has come to a very similar conclusion. He says, in his latest book, that there is not much use in training supervisors to handle situations and people in one way if they themselves are not being handled in the same way by their own superiors. This truth is recognised by some firms, (for instance those who start a T.W.I. training programme off at the top levels). Other firms run training courses for their foremen to help them to handle situations more skilfully, but these foremen feel frustrated and rather helpless when they find the principles they learned on such courses violated by management higher than themselves. Like master, like servant, is an old saying. Is it appropriate for industry today do you think?

HOW DO YOU INTERVIEW?

A Related Skill to Ordering

WE have already had some discussions on the skill of giving orders. Another related practical skill which every supervisor must possess, is the skill of interviewing. There is a lot to be said about this skill but here are some opening thoughts.

A superintendent of a large depot in one of our nationalised industries told me about a very successful interview he had conducted with one of his staff. One day he was surprised when Jim Brocks, one of his regular shift workers, came to his office and asked for his cards, for he had thought of Jim as one of his steadiest and most reliable workers. He therefore spent a long time talking to Jim, who started off by saying he wanted a job nearer home; then he said he wanted a job with more regular hours; and then he said he did not like the work any more.

The superintendent says he himself only contributed friendly and encouraging remarks; he kept all hint of criticism out of his words and voice, showing all the time that he was trying to understand how the man was feeling.

Encouraged by this attitude, Jim gradually unfolded his real troubles. Apparently six months before he had bet heavily on a horse and lost. He was rather afraid of his wife and had not dared to tell her about it. He had borrowed money to give to her for the house-keeping and so, over the weeks, he had got more and more into debt. Once he had uncovered these underlying anxieties and fears, the superintendent was able to say to Jim, "What you really mean is not that you want to leave, but that you want to find some way out of your financial troubles. Let us now tackle this real problem together." He found various means of helping Jim, who now remains one of his most stalwart supporters instead of helping to swell the company's labour turnover figures.

Good Interviewing Demands—

1. *A readiness to listen.*
2. *An uncritical attitude.*
3. *Ability to distinguish basic from surface attitudes.*
4. *Understanding of emotions as well as logic.*

The key to the success of this interview lies in the friendly and uncritical atmosphere the superintendent consciously tried to build up. When a person is interviewed because his superior feels his work or conduct has been unsatisfactory, or when he comes to his supervisor with a grievance, there are often underlying feelings of anxiety or frustration which are causing this worker's failure to adapt himself to this circumstance.

THE KEY TO UNDERSTANDING

Listen to Feelings

A SKILLED interviewer is listening all the time for these underlying feelings, so that he can attach the right significance to a surface complaint. Thus a complaint, "The piece rates are too low" may mean just what it says or it may mean (to give but two others) "I feel my work is not valued very highly by the firm and I resent this" or "I've just got married and I can no longer make my money do." So the interviewers who conducted many thousands of interviews as part of the famous Hawthorne Investigations were told to "Listen to what the interviewee doesn't want to say or what he can't say without help." Listen, in short, not to words but to feelings.

For example, the logical way of dealing with the complaint that the piece rates are too low would be to prove, by comparing them with other rates, that they were in fact quite fair. The person who complained might have to agree that you had a logical case. But he would leave your office unsatisfied and would be back next week or the week after with another complaint because the underlying feelings of frustration would still be there. The following extract from an employment interview which I was lucky to be able to record, shows how a critical approach by the interviewer aroused resentment and reduced his chances of obtaining useful information.

Applicant. How much money do I earn?

Interviewer. You people are always interested in the money side of the question; we're interested in satisfying the customer. I see you have three children, how do you think you will hold down a job like this with three children to look after?

A. Oh! I'll manage, I can make arrangements. Anyway, I've given up enough of my time to them, I'm going to study my own wishes for a change.

I. You should never forget the fact that those children are yours; don't you find looking after your children an enjoyment and a relaxation? Now did you have any experience of other work before you were married?

A. Oh, I worked on and off in a factory.

I. Oh, I see, on and off in a factory.

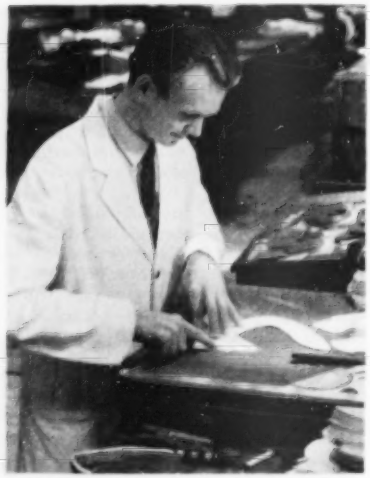
A. Have you any other jobs than this one?

I. If I had I would have told you about them.

A. (Rising to go) That's me squashed anyway.

This interviewer did most of the talking, so how could she listen or guide the conversation with skilful questions? Interviewing has been described as "an exercise in the art of conducting human relations." Can you pass on any useful methods which help in the mastery of this art for the benefit of other readers?

The Story of Protective Footwear



The "Idea of Boot" begins, as the pattern cutter works out the upper patterns before they are passed on to the die maker who makes these into steel knives.

For quality and wear, British footwear remains unsurpassed. What was once a shop-house craft is today a large, highly-mechanised industry. The ancient skills, however, have been carried forward and are just as manifest in the modern safety boot as in the fashion shoe. In this special feature, are described the many operations involved in the making of such boots.

How Safety is put on a Sure Footing

By G. H. DENTON

Managing Director, Wilkins and Denton Ltd.

SAFETY footwear, as we know it today, was first introduced into England in the Autumn of 1945, but has since become an established feature in industry. It was realised from the first that, to be successful, safety footwear must be made to very high standards both as regards accident prevention properties, and also from the wearing and comfort angle. A high safety factor incorporated in poor footwear would defeat its own ends, and as pioneer manufacturers of this footwear we welcome the close supervision of quality exercised through the British Standards Institution.

Shoemaking starts with the last, and in safety footwear the last is even more important than in ordinary styles as the incorporation of the internal steel toe-cap involves working to engineering tolerances. The last in our factory is based upon that used for British Army footwear, and has proved to be ideal from many standpoints.

Our next stage is in the preparation of upper patterns to fit our last and to allow for the insertion at a later stage of the internal steel toe-cap. These patterns are tried out in numerous sample pairs before they are passed on to the die makers who make them up into permanent knives.

A variety of upper leathers is used in the production of safety footwear, all of which are most carefully selected for this purpose. Once bulk production of a line has started, tickets are made out giving all working details, including sizes required, and these tickets remain with the footwear throughout manufacture. It is normal practice for such tickets to be either for twelve or twenty-four pairs all of one size.

The Clicker

A cutter (a clicker in trade language) is issued with a batch of tickets, together with the necessary amount of upper leather and the appropriate dies. He will then cut up the leather to the best advantage —an art only acquired after long practice. Simultaneously the linings and smaller parts will be cut by another clicker, and the whole will be assembled and rechecked by the sorter, whose responsibility it is to see that all parts are fully up to standard. Finally all parts will be colour marked for size—red for size 6, white for 7's, blue for 8's, etc.; this avoids later confusion in stitching together the 24/30 pieces in the uppers of a pair of safety shoes.

We now move to the "closing" department where the ladies hold sway with their sewing machines. But these machines are unlike anything seen in the home. They run so fast that a faint smoke comes from the needles; they trim the surplus leather away as they sew, and many of them sew two, three, or even four, rows at a time. However, we anticipate, as preparatory work must be done to the parts we have received from the clicking department. If we sew two pieces of leather together we get a lumpy seam, and we overcome this by skiving the edges where they overlap, on razor sharp revolving knives—which, needless to say, are specially guarded. We then stick the special felt behind the toe-cap (a hidden feature of all good safety shoes) and do any necessary punching for decoration. The parts are then stitched together on the special sewing machines mentioned above and finally the eyelets are inserted to complete the finished "uppers."

Whilst the "uppers" are being cut and "closed," a third department (the "rough stuff" department) has been preparing those parts which make up the "bottoms" of the footwear. The hides from which these parts are produced are cut into three main parts by the tanner. The hardest wearing part of the hide is the back (or bend) from which soles and heel top-pieces are cut. The "shoulder," or forepart, is used for insoles and undersoles, and the better part of the "belly" for insoles. Any residue is cut into smaller pieces used in building up the under parts of heels. The methods used for cutting these parts are similar to those used

for cutting uppers, but the knives and cutting presses are on a much heavier scale.

We now come to the assembly section, and the operator first collects the necessary twelve or twenty-four pairs of lasts from storage bins, places them on a movable rack, which is designed to hold a similar quantity of finished footwear. He then collects the uppers, and the bin containing all the parts for the "bottoms." This rack is now a self-contained unit, and is ready for its final journey.

The "making" or lasting department which follows is the heart of a shoe plant. In the old days all operations here were done by hand, and the sequence of operations is still basically the same, but done by

The steel toe-caps are fitted. It is tapped home by a wooden mallet after which the felt and leather coverings are finally lasted down.

machines, which are in effect mechanised hand-tools. We first stretch the upper over the last (lasting) in a machine with seven pincers which close automatically and drive the seven fixing tacks at the same time. Following machines stretch and pull down the leather all round the last, driving fixing tacks at the same time, so that the upper conforms exactly to the shape of the last within. One important difference occurs here in making safety footwear, as we have left free the leather around the toe for the insertion of the special internal steel toe-cap. This is carefully tapped home with a wooden mallet, and the felt and leather which covers it is finally lasted down.

After a period for drying, the last is removed and the undersole attached by brass rivets driven and cleached at high speed. The footwear is then placed on a steel last, and subjected to a heavy rolling action, leaving the insole smooth.

Our sole is then attached, and sewn all round with heavy thread, the whole being reinforced with brass screwing wire which goes right through from the sole to the insole. Finally the heel is attached in a single operation, by a machine which counts out and positions the number of fixing nails required.

Our footwear is now complete, except for certain types which need hobs in the sole, and is ready for the finishing operations. Surplus material round the heel and sole is removed by high-speed rotary cutters, the resultant dust being removed through a suction plant. The edges are coloured and set by hot wax driven in under pressure. The sole and heel is lightly scoured with fine sandpaper, followed by the application of wax stains. Heel socks are inserted, the brand stamped on the sole, the uppers cleaned and dressed, laces inserted, and the footwear placed in its box or container, ready for despatch to the central warehouse.

A series of films and slides will shortly be available showing the processes described here in much more detail. It is proposed to show them upon request in works and canteens throughout the country.

Safeguarding the Factory Worker—3

Protection of the Body

By W. J. S. GRAHAM

(Safety Officer, Clayton Aniline Co. Ltd.)

PROTECTIVE clothing can be divided into four main classes: fibres, natural synthetics, impervious materials, plastics and rubber, leather and asbestos.

Various Regulation and Welfare Orders require the factory occupier to supply his workers with suitable clothing and in each case basic requirements are laid down. The most generally applicable are those which apply to operations at unfenced machinery where there are specific requirements as to design, but freedom of choice is allowed in the material from which the garments are made. The Pottery (Health and Welfare) Regulations do not, however, cover design but only that they shall be made from, in certain cases, a material impervious to water and, in others, a washable material.

The trades where protective clothing is required legally for certain or all operations are as follows:—

Aerated water manufacture; Asbestos works; Blasting; Bronzing; Cement works; Chemical works; Chromium plating; Clay works; Dyeing, other than job dyeing; Electric accumulator works; Electricity Regulations; Enamelling metal or glass; File-cutting by hand; Flax and tow works; Fruit preserving; Glass bevelling; Gut-scraping, etc.; Hollow ware and galvanising; Horse-hair, using of; India-rubber manufacture; Jute works; Laundries; Lead compound manufacture; Luminising; Magnesium grinding and polishing; Oil-cake mills; Paint and colour manufacture; Painting of buildings; Pottery manufacture and decoration; Sack cleaning and repairing; Shipbuilding; Smelting; Tanning; Tin and terne plate manufacture; Vehicles; Wool, East Indian, using of, goat hair, etc., sorting of; Yarn heading; and operations at unfenced machinery.

Natural Fibres.

Cotton is, and will probably remain, the most widely used material for protective clothing in industry. For the majority of occupations it is very suitable and has the lowest initial cost. It is cool, "breathes" and can be very strong if the correct weight and weave is selected. Where work has to be done in the open, it can be obtained in wind-proof and waterproof qualities. Where there are special requirements, the supplier should be informed of the need and the samples of the appropriate materials should be forthcoming.

Wool is widely used in the chemical industry as it has reasonably long life when in contact with acids. For outdoor wear the half length heavy wool coat has been popular with the

(Continued overleaf.)

(Courtesy of British Ropes Ltd., Leith)

Safety does not always preclude elegance, as witness these industrial overalls in coloured "Viking" nylon cloth.

(Continued from previous page)

workers in the civil engineering industry for many years.

Synthetic Fibres.

In recent years experiments have been made in many factories and works with clothes made from synthetic fibres. The most successful materials have been nylon and terylene. The former has been adopted as a standard material by a number of companies and, as it becomes more readily available, terylene will, in the writer's opinion, be used very freely in the chemical industry. The advantages with these materials are their good wearing properties, resistance by nylon to alkalis and by terylene to acids, and the ease with which they can be washed. At present, terylene is difficult to obtain other than in very small quantities. Nylon, however, is readily available and, whilst somewhat dearer than cotton, is nevertheless competitive on an annual cost basis. Where appearance is important, as for canteen employees, it is very worthy of consideration.

Plastics.

Provided one realises that plastic materials have an impervious coating and that, when made up into a complete garment like a boiler suit, are very hot and uncomfortable after being worn for a short period, they are most useful in s works. Aprons made from plastics are light, strong, tear resistant, and afford good protection against most chemicals and hydrocarbons and certain solvents. They are not suitable normally for welders and blacksmiths and hot work of that nature.

Rubber.

Rubber clothing is usually made in what is knowr as a fabric supported material. This adds greatly to its strength and tear resistance. Weight for weight it has been the writer's experience that, in the medium and light weights, plastic materials are stronger. Therefore a lighter weight material is practicable when plastics are worn. As opposed to this, however, a heavy weight rubber apron does often seem to be indestructible and to last for ages.

Leather.

For aprons, sleeves and occasionally leggings, welders and blacksmiths have not found any material which stands up to heat and hard treatment to compare with leather, especially when it is chrome-dressed.

Asbestos.

Is virtually unaffected by heat and can be used where necessary in the making of any external garment. It must be realised that it is both heavy and hot to wear and that the material in itself is not very strong.

Composite Materials.

The newest development is the supported aluminium foil suit which reflects heat from the thin polished surface of the garment. These are much lighter in weight than asbestos.

Cotton fabrics which are treated with a synthetic substance before weaving and are thus able to allow the body to breathe are now also available. This material is then permanently fireproofed. Overalls made from this comply with requirements of the Magnesium, Grinding and Polishing Order.

Cleanliness.

Whatever type of garment is being used the life will be considerably longer if it is properly and regularly washed or cleaned, and proper provision made for storage when not in use.

Industrial Safety Officers Confer

THE first conference of the newly-formed Institution of Industrial Safety Officers was held recently at Leeds University, under the chairmanship of Mr. H. R. Payne, head of the Safety Department of I.C.I. Ltd. Over 100 industrial safety officers attended.

In an opening address, Mr. A. T. S. Zealley, an I.C.I. director, stressed three points. These were: (1) that a reduction in number of accidents could only be achieved by the sincere and active interest of all types of management; (2) that the most difficult and frustrating factor of accident prevention was the inability to correlate rises and falls in accident rates with improvements or impairments in the circumstances which gave rise to them; (3) that the cleanliness and tidiness of work-places had a distinct bearing on accidents.

Another interesting suggestion made by Mr. Zealley was that the Institution should find ways of affording organised help and guidance to small employers, whether by local panels of the provincial branches, by literature, or by some system of co-operative employment of safety officers by a number of small concerns.

The first technical paper delivered at the Conference was by Mr. T. Richards, Safety Department, I.C.I. Ltd. Speaking of planned maintenance and the law, Mr. Richards stressed that, just as planned maintenance was essential to secure the maximum

(Continued on page 234)

'Producibility' For Productivity

THE key to *Design for Production*, a Productivity Report published on October 12 is the recommendation: "Producibility should be accepted as a leading factor in design second only to function." The whole Report emphasises the need for considering economy in production when deciding on design. It embodies the findings of a specialist team which visited America in 1952, "to make a study in the engineering and allied industries of how design can be integrated with production to ensure the best utilisation of available materials and standard parts."

Although the team's investigations were limited to the engineering and allied industries, many of its comments and all its recommendations are applicable to industry as a whole. It was interested only in the best practice in the firms visited, which included "some of the most highly developed and successful" in the United States. The Team remarks: "Rarely did we notice something good without at least one member of the Team quoting an instance of a similar application in Britain. This similarity between the two countries has made our task of selection difficult, but it should make the application of our findings in Britain easy."

U.S. Executive Pattern

Achievement of a company's aims is aided by the carefully considered managerial structure found in American firms and by the close attention given to communication between all ranks. In American firms the president, who is the chief executive, is aided by vice-presidents. "We found that often the entire executive is composed of people combining technical competence in their particular fields with administrative capacity . . . The typical American company is managed not by an executive committee of the board of directors but by the president and his team of vice-presidents.

"While the managing director of a British engineering firm not infrequently acts as chairman of an executive committee composed of departmental heads, it seems to us that by conferring the title 'vice-president' Americans seek to identify these men as partners in management rather than as subordinates to be consulted. More specifically, it implies that any one of them should be able to deputise for, and possibly even succeed, the president, and that, acting as a team, they take a legitimate interest in the activities of each other's departments."

The principal recommendations are as follows:

"Design policy. The design policy should be clear and should be determined at the top level of management. The design policy when determined should be made known to all members of the organisation concerned in its application. More should be done by managements to explain company policy to the design and production departments at all levels.

"Structure of management. As a means of rapidly solving particular problems, the method of setting up *ad hoc* groups of people from different departments should be more widely employed.

"Industrial research and design. The appointment of project engineers to supervise the transfer of a new design from research through engineering to production should be considered.

"Influence of production on design. Co-ordination between design and manufacturing engineering should begin, at the latest, at the design-draughting stage and should be well sustained right through to the production stage.

"Production design. More thought should be given to economy in scarce materials and the specification of alternatives by joint design and production engineering study.

"Drawing office and engineering staff. Opportunities for more industrial and academic training should be given to methods engineers to equip them for co-ordinating work, but the improvement resulting from this action must not be impaired by permitting any decrease in the qualifications of design engineers."

M.O.L. REPORT ON THE OVER FIFTIES

IMPORTANT recommendations on the general principles which should govern engagement and retirement policy are made by the National Advisory Committee on the Employment of Older Men and Women in its first Report published on October 13.

These are:—

1. The test when engaging staff should be capacity not age—older workers should be given a fair chance to compete on their merits.
2. All who can give effective service should have the opportunity to continue work.

"We do not wish it to be thought" say the Committee "that the object of the policy is to force men and women to continue in employment. It is rather to encourage conditions of freedom and flexibility which will enlarge the opportunities of satisfying work for men and women as they advance in years."

The Committee was set up in March, 1952 by the Minister of Labour and National Service, Sir Walter Monckton, Q.C., to advise and assist him in promoting the employment of older men and women. To quote the Report, "employers must make the fullest use of the abilities of older people below pensionable age and must employ to the best advantage those beyond pensionable age who are both able and willing to continue at work:"

Some striking figures are given of the number of men sixty-five and over and women sixty and over in Great Britain: In 1911 there were 2¼ million or one in fifteen. In 1951 there were over 6½ million or two in fifteen. In 1977 there will be nearly 9¼ million or three in fifteen.

In later middle age, says the Report, people tend to move away from occupations which make severe demands for speed, agility or sustained heavy muscular effort. Contrary to common belief, demands for speed appear to be a more frequent and stringent limitation than demands for muscular effort. The older person is at some positive advantage on jobs which require accuracy and attention to detail. He compares favourably in regularity of timekeeping, in conscientious application and in other directions and has a rare value as a teacher of his craft to the young.

Of the 30,000 persons who were continually unemployed throughout 1952,

(*Continued overleaf*)

GOODYEAR WINNER

First woman to win a major award under the Goodyear (Great Britain), Ltd., Suggestions Scheme. Mrs. E. E. Buchanan receives a cheque for £40 for an important material saving idea.

(*Continued from previous page*)

60 per cent were over fifty. The difficulties are greatest for professional people, higher executives, management, clerical and unskilled manual workers. Reasons for the difficulties include:—*Traditional attitudes* towards older workers—remnants of the old feeling expressed in the familiar words "Too old at forty." *Pension Schemes* to which the older worker can be admitted only at extra cost to the employer. *Recruiting exclusively* from schools or college leavers.

A popular pamphlet based on the Report has been published and copies can be obtained free of charge at any Local Office of the Ministry of Labour and National Service.

The Man Up Top

FOR years the crane-driver has been a Cinderella of industry. No one could measure his efficiency so no one bothered about it. But some time ago somebody in the Steel Company of Wales, Ltd., started looking at crane cabs. They found that, in many cases, drivers had to lean out of their windows to see what they were doing, that control handles were large and clumsy to operate, and that inspection and maintenance were often difficult.

So the company asked the British Iron and Steel Research Association to design them a crane cab which would cut out these faults.

Size of controls has been reduced, cutting down operator fatigue. Knobs have been substituted for sword grips, cutting down wrist movements. "Joystick" mechanisms have been introduced, so that an operator simply moves the handle in the direction he wants the crane hook to go.

Seating, working height and areas and visibility have also received attention.

Prototypes have now been tested for over a year under working conditions in a steelworks—and the company are happy. Drivers are happier, work better. (*Business*, 9/53.)

Shop Floor Decalogue

EXECUTIVES who like their principles in a neat and orderly package can find them in "The Ten Commandments of Good Organisation," published by the American Management Association. In simple words, these commandments are:—

1. Define responsibilities.
2. Always give authority with responsibility.
3. Never change job responsibilities without informing all concerned.
4. No man should have more than one boss.
5. Never give orders to another boss's subordinates.
6. Always criticise subordinates in private.
7. Settle promptly every dispute over authority or responsibility.
8. A boss's boss should always approve promotions, raises, and disciplinary actions.
9. Never ask a subordinate to criticise his boss.
10. Give every executive enough help to let him check on the quality of his own work.

More Baths

A NEW ablutions centre opened recently at the Erewash Foundry of Stanton Ironworks makes the sixth to be provided for the use of employees. The new centre has six circular washbasins where sixty men at a time can wash.

IN PLACE OF SLAG HEAPS

The Hoover factory at Merthyr Tydfil where recent additions have increased the floor area to 241,890 sq. ft. The factory, which now employs 1,300, has replaced a waste of slag heaps. The valley is "green" again

From the House Magazines . . . . .

The Perils of Temper

American theorists attach a very high degree of blame for accidents, and responsibility for accident prevention, on operators. It may sound far-fetched, but it is widely believed that a man who leaves home in the morning, slamming the door on a row with his missus, is more likely to have an accident than his workmate in whose home all is peace and tranquillity. (**Our Opinion**—*The Glacier Metal Co. Ltd.*)

Why Accidents Happen

Lost time injuries from January to June totalled 138. The causes were these:—

Falls, falling objects, striking objects	79
Handling or lifting material ...	30
Moving machinery	15
Other causes	14

On careful analysis it was found that thirty-four of these accidents occurred to people with less than one year's service, and that although the night-shift is only small compared with the dayshift, more injuries in proportion occur on night work. (**The Vauxhall Mirror**).

Sick Benefit Scheme

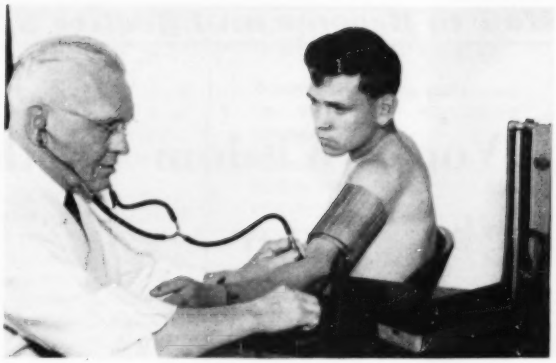
The Sick Club started in 1934 with thirty members is now a Company-sponsored scheme. It provides sick benefit for members absent from work through illness or accident, and membership is restricted to hourly paid workers. Contributions are now 8d. per week, and are deducted from wages. Benefit is paid at the rate of 25s. per week—after three waiting days. Members are entitled to a maximum of twenty-six weeks benefit during any one year. (**British Electrolux News**)

Put Another Way

As a comparative newcomer to the Crompton Parkinson Co., it seems to me that more people could make use of the Crompton Bursary scheme to get whatever professional qualifications they want without appreciable financial loss and in the Company's time. If my first editor had said to me "Go to Cambridge by all means. I will still pay your salary, buy your books, and you can come back to me when it's over with a very good chance of getting a better job," I would probably have jumped at it. (**Circuit**).

Elegant Safety

In New Zealand, a certain meat factory insists that the workers wear bow ties because "loose ties" are often snipped off and disappear into the mincing machines! (**Wall's Magazine**).



The sphygmomanometer. Dr. H. G. Lafferty of the Westinghouse Medical Department tests an employee's blood pressure by this modern device.

The industrial medical service run by the Westinghouse Electric Corporation of America has developed step by step with the importance of the company itself. It is a service known throughout the U.S.A. and has served as a model for other firms both there and abroad. Strict hygiene and unremitting research into the preventive side of industrial medicine are two of the basic features of the service.

Blueprint for Industrial Health

By MICHAEL LORANT

THE Westinghouse Electric Corporation of America, with headquarters in Pittsburgh and plant in practically every major city in the United States, are probably the biggest manufacturers of electrical products in the world. Second to none also is the company's industrial medical service which has won recognition throughout the U.S.A. and whose basic features have been studied and adopted by firms at home and abroad. And although begun nearly half-a-century ago, the Westinghouse medical service retains its pioneer spirit of research and experiment as strongly today as ever.

It should be emphasised, moreover, that the company's medical programme is entirely separate from their social insurance programme.

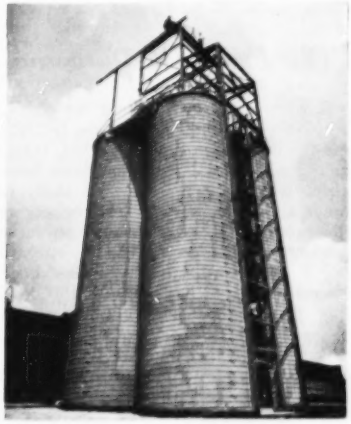
The medical programme began about the turn of the century when Westinghouse installed first-aid stations in each of their plants, but it was in 1907, when the first medical group with a staff of two physicians was established at East Pittsburgh, that the nucleus of the present service was formed. Thirteen years later, in 1920, a Central Medical Department was set up at the same plant, which developed a scheme to ensure healthy working conditions and to provide the necessary medical care for all employees at all plants.

The programme has two basic purposes. First, to give the best possible care to employees injured at work and to those suffering from industrial illnesses, and, second, to develop the preventive side of industrial medicine by the introduction of the most modern industrial hygiene methods. Thus, the company's plants are not only equipped to take care of anything from a minor scratch to an emergency major operation, but are also visited regularly by doctors and industrial hygiene engineers who make recommendations on safe working conditions.

At the beginning of this year, the Westinghouse Medical Department had a staff of thirteen full-time physicians in the various plants, twenty-five part-time physicians and a large number on call, fifty-three registered nurses, three industrial hygiene engineers and two technicians. The medical equipment used by this staff cost some £71,500. In 1952 the Department gave a daily average of 2,000 medical treatments and examinations.

Periodic examinations to safeguard employees whose work exposes them to an environment having a possible health hazard are part of the Department's programme. Also examined are employees whose work involves the safety of others.

(*Continued on page 239*)



The old and the new! The worker on the left can now discard his respirator with the advent of the new 68 ft. silo (right) which automatically stores and unloads the powder flint and kaolin.

Vocal Wisdom on the Shop Floor

By ARCHIBALD CRAWFORD, Q.C.

It is in the workshop proper that what management says, and how it is said, comes under the severest analysis. The worst crime is eloquence without knowledge or sincerity. There are other pitfalls too, however, most of which are dealt with in this third and final article of Mr. Crawford's series.

THE spoken word is of prime importance on the shop floor. Here management meets the workers who, as a rule, have trade union representatives looking after their collective interests; and whenever there is outside intervention between two parties who should be working in harmony, added difficulties occur.

If the shop floor is to be handled so that relationships may improve (or maintain a high standard), management should undertake a very special and sympathetic study of the conditions which prevail there. In this study, the following points are important:

There were good grounds for grievance in the bad old days. These in the main have gone, with (as in all human institutions) odd cases of injustice here and there.

Trade unions were and are necessary.

It is always difficult for trust to overtake past mistrust which had some reason behind it.

It is easy, where many are congregated, to stir up discontent on very slight pretexts.

As spoken words are the instruments mainly used, it is as well to recognise that the gift of tongues generally operates with greater ease on the part of discontent. In the main, there is much greater speech power operating against management than for it.

Effective speech, with well reasoned arguments carefully but strongly projected, can do much to neutralise both eloquence and the eloquent.

Experienced trade union negotiators prefer to negotiate with managers who have skill in verbal presentation.

Management has so far paid too little attention to the need for training in speech, in advocacy and in case presentation, as also in mass pyschology.

So it is on the shop floor that speech training is most needed—not merely by management but also by those who represent the workers. One very large firm has gone in for this in the fullest possible sense. Every executive has been speech trained, and every foreman and chargehand as well.

The Practical Outcome

The results have been valuable. Not only have the executives become more competent in all verbal interchanges, **but the foremen have been able, with greater ease and skill, to meet and deal with small pockets of distrust and discontent and so have prevented disaffection from spreading.** Also, whenever it has been necessary to face "the crowd," this has been done with a courage, a sincerity and a conviction hitherto absent.

Success in negotiation, argument and debate depends upon:—

1. Completeness of preparation;
2. Relevance of thought and words;
3. Skill in presentation;
4. Adequate response to questions;
5. Sound attitudes in crisis or difficulty.

Preparation of a case is only too often limited to the preparation of one's own case. It is at least as important to examine the issue from the opposition's point of view. Indeed, it is impossible to construct your own argument effectively without having first considered what the opposition's case is, how it may be presented and how one's own case may be attacked. Flaws in one's own case can thus be foreseen and remedied. Flaws in the other side's case and the difficulties involved in its presentation can also be seen, and thereby points will be suggested for the presentation of one's own case and for attacks on the opposition's weaknesses.

It is as well, therefore, to consider:

(a) Your own reasons for proposing or opposing change or supporting or seeking to alter a given set of rules.

(b) The extent to which reason on the one hand and prejudice or other emotions on the other are behind your attitude.

(c) The case against you. This should be considered as it would strike an impartial investigator; the mind should be drained of emotion.

(d) The values left in your case after comparison with that against you.

(e) The build-up of your own case

and the facts and ideas which in your view support it.

(f) The arrangement of your points in logical order.

In short, study your case, after giving full consideration to your opponent's case and the possible attitude of the arbitrator or referee, if any.

In most arguments and debates, there is one fundamental issue to which the dispute can be reduced. You so present your case that it leads up to this issue and will induce a decision on it. Anything extraneous to this object should be omitted. Excursions from strict relevance, however tempting they may be, should not be made. They provide additional targets for attack, they render you subject to charges of irrelevance and they will almost certainly weary the arbitrator.

Orderly presentation is vital in argument and debate. Actual methods of presentation vary with circumstances. The speaker who "opens" the discussion should formally and impartially state the circumstances in which the dispute has arisen, the rights and duties of the contesting parties, the functions of the arbitrator, if there be one, and the general lines on which he, the speaker, will proceed. He gives a picture of the setting and the roadway along which he proposes to go. Having thus "opened," he outlines his contentions and the facts, figures and quotations with which he intends to support them. He then propounds in detail each of his contentions and brings in his facts, figures and quotations at the appropriate time. He uses the mind-picture method, thereby giving his argument greater vitality.

No Fixed Rule

As he puts forward his points, he should have in mind his opponent's probable views and contentions. Sometimes it is effective to bring these into contrast with his own, step by step, thereby greatly weakening his opponent's position. Sometimes it is wiser to wait until the opposing arguments are made and then to deal with them.

In argument and debate, notes are often needed, and if so, should be used openly and freely.

Good presentation will combine a logical ordering of facts and ideas with pictorial narrative. Whenever possible, the case should be presented as an affair of human characters involved in human difficulties, and the speaker should show that the solution which he suggests is the most reasonable way out of the impasse. Sarcasm arouses hostility, not only in the opponent, which may make a compromise impossible, but sometimes also in the arbitrator.

A crisis may arise at any moment. A fact, an idea or a proposition may be stated by the opposition which the speaker did not anticipate and to which he can momentarily think of no answer. Here again, the more detailed the preparation, the better will the speaker be able to counter this attack. He should not be afraid to make a concession, provided that this is consistent with the maintenance of his own point of view, about which he must always be firm. At times, a fighting attitude is of value, it often helps towards a compromise when a victory is unlikely.

The greater the care with which you think out the whole position and the possible arguments on both sides beforehand, the higher are your chances of successfully meeting a crisis and winning the argument. A fighting attitude does not mean a bellicose one. The speaker should always be courteous and should never yield to irritation or bad temper. A flash of humour often ends a tense situation; indeed, in argument, character often counts for as much as knowledge and skill.

Talking Points

1. **Remember that the malcontent has often the most gifted tongue.**
2. **Workers' representatives, as well as management, should be speech-trained.**
3. **Study the opposition's case as a means of discovering possible flaws in your own.**
4. **Irrelevance means additional targets to attack.**
5. **Sarcasm often arouses the hostility of the arbitrator as well as that of the opponent.**
6. **A fighting attitude does not necessarily mean a bellicose attitude.**

Management On The Screen

"AN IDEA TAKES WINGS" is the title of a 30-minute colour film recently produced by the Moral Re-armament Association which purports to tell the story of how "the application of moral rearmament" saved a situation in which embittered relations between management and labour threatened the future of one of the U.S.A.'s major airlines. A nine-months' strike had brought the company to a standstill when, in January, 1951, the president of the company and the pilot's representative attended an industrial conference of Moral Rearmament at Washington.

"In three hours," it is claimed, "because of a new atmosphere of understanding created by their contacts there, they reached basic agreement."

Nevertheless, as a case history of successful personnel management, the film is frankly disappointing. We are told that the trouble was smoothed out through the application in the industrial field of the Association's four-point plan—"absolute honesty, purity, unselfishness and love"—but we are not shown in any sequence how the details were worked out in practice.

This apart, the film is interesting in that it highlights the increasing interest of the Association in the industries of the Western world. Its influence might well be greater if the movement could be more explicit on how to deal with specific problems where material issues are at stake.

G. B. EQUIPMENTS LTD., of Greenford, Middlesex, have concluded an agreement with the British Association for Commercial and Industrial Education (B.A.C.I.E.) under which they will distribute an industrial training film entitled "First Impressions." The film, which runs for 13½ minutes, deals with the problem of finding and introducing a satisfactory routine for welcoming new arrivals to the factory and office—a theme, it will be recalled, covered by Miss Elizabeth Pepperell in our August number in her article, "Make Sure the New Starter *Stays*."

The company are also distributing another B.A.C.I.E. film of about the same length entitled "Supervise with Care." The film takes three simple "case studies," one concerning a skilled man, another a skilled woman, and the third a boy apprentice.

Both films can be hired or purchased (abroad, purchased only) from the company, whose full address is 1 Aintree Road, Perivale, Greenford, Middlesex.

New Canteens No. 6

A *Shell* Pattern for Staff Restaurants

By WINEFRED YEOMANS

Installed by Benham & Son, this new canteen for the Shell Oil Company's Engineering Staff shows what can be done in the modern commercial block.

The main staff restaurant showing the advantages of circular tables. At the far end is a 40 ft. by 20 ft. mural, entitled **Recreation,** by the artist, Leon Underwood.

AMONG the new buildings that have risen, phoenix-like, from the ashes and rubble of the 677 acres of the City of London destroyed during the mass bombing of 1941, is St. Swithin's House in St. Swithin's Lane. Built on the exact site of the Salter's Hall, one of the many "historic" victims of the blitz, this imposing new building houses, among others, the Shell Oil Company's Engineering Department and their new canteen. And it is particularly fitting that the kitchen equipment in this canteen should be by Messrs. Benham and Son whose cooking apparatus has been used in kitchens of the Halls of the City Livery Companies for over a century.

The kitchen planning was carried out by Mr. Daniels, catering manager, together with Mr. Wynd and Mr. Jones of the Shell Oil Co. Benham's, besides supplying the kitchen gear, were responsible for its installation and also for the ventilation.

Throughout the kitchen and other sections, the accent is on hygiene in the layout, the cooking apparatus and as implicit in all stainless steel equipment and utensils. The layout has also been planned for efficiency and service. All departments are in sequence, from goods-in right through to their appropriate stores and preparation sections. Continuity shows in the special attention given to ensure quick, efficient passage of cooked foods from the cooking apparatus by means of hot closets with sliding doors on both sides.

Ventilation in the kitchen provides fifty changes of air per hour. Hoods over cooking equipment are of anodised aluminium fitted with concealed lighting, while ventilation hoods carry off cooking odours and excess steam and heat, through duct work and trunking, to the outside of the building. The ventilation system also carries off stale air from the restaurant. Pressure of the incoming fresh air from the opposite side of the restaurant assists the removal of stale air through the service bays.

The new staff restaurant seats at least 360 persons and caters for 1,400 in four sittings at round tables topped with heat-resisting materials. Seating is provided by comfortable semi-arm beechwood chairs, upholstered in red. Acoustic tiles cover the ceiling which greatly lessens the clatter of crockery and cutlery so often associated with restaurants and canteens at a time when a measure of quietness would be so much appreciated.

Another feature of the restaurant is the coffee room—a very delightful place—where one can take a coffee after lunch in a change of surroundings. Here is charm with guile, for the main object of providing the coffee room is to coax staff away from the tables as soon as they have eaten, thus boosting the flow of service through the restaurant.

Of immense assistance to quick service and a smooth flow of "customers" is the hot closet bank already mentioned, for their two-sided sliding doors enable hot food to be swiftly passed through from kitchen to restaurant with a minimum of labour and movement.

An 8-unit, Mark Central Pattern, "Solid-Top" gas range with mounted pot rack is one feature of the kitchen. Each oven is fitted with thermostatic control.

Clean Catering—an Official View

CLEAN CATERING is the title of a handbook on hygiene in catering establishments recently published by H.M.S.O. (2s. 6d.) which is at one and the same time useful and—which is not always found in official publications—readable. The booklet aims at giving practical advice: it neither sets out the laws governing its subject, nor seeks to interpret them.

In keeping with its aim, *Clean Catering* is in three chapters—Premises, Equipment and Practices—amounting in all to fifty-nine pages. Under "Premises" fall such topics as area, layout and constructional details.

In Chapter II, on "Equipment," the very realistic view is taken, namely—"From the point of view of food hygiene the best machine to buy is the machine which is not only easy to clean but which can readily be examined to make sure that it is clean."

Chapter III on "Practices" contains much good sense on the health, welfare and engagement of staff, on the allocation of duties and on accident prevention. Other topics covered in this section are storage of food and use of the refrigerator; preparation, display and serving of food; the storage and disposal of swill, waste and rubbish.

Industrial Civil Defence Officers Meet at Eastbourne

SOME 180 members drawn from leading industrial firms in all parts of the country attended the first annual convention of the Society of Industrial Civil Defence Officers at Eastbourne from September 28-30. A full programme of talks, discussions and social activities marked this inaugural conference of a Society formed to promote the effectiveness of Civil Defence in industry and commerce.

Following a joint reception by the Mayor and Mayoress of Eastbourne and the Society's President, Major-General J. S. Lethbridge, and Mrs. Lethbridge on the evening of the 28th, the convention proper opened the next day. In the course of his opening address, the President stated that the Society had some very important functions to perform and that these fell into two broad classes: the obvious and the inobvious. As an instance of the former, he cited the Society's rôle as a forum for the exchange of ideas and experiences. With regard to the inobvious, he said that it was up to the Society to put forward suggestions to the Home Office and ask for Home Office guidance on specific problems. Civil Defence, General Lethbridge stressed, could do much against H.E., incendiary, even against atomic attack. In the case of the hydrogen bomb, it might well be that World War II civil defence techniques would be useless. His own information, however, was that the hydrogen bomb was so large that it could only be delivered by ship. In any event, the Society needed the data on this and they should press the Home Office for it.

Remarkable Increase

A. G. H. Brend

The President's remarks were followed by an address by Mr. A. G. H. Brend (British Electricity Authority), Chairman of the Society. Mr. Brend first referred to the remarkable growth of the Society in the last nine months when membership had risen from seventy to the present figure of 352. Local groups had sprung up spontaneously in many places, finances were sound, there was co-operation with civil defence officers, an information and speakers' service had been set up, questions had been referred to, and answered by, the Home Office—in fact, the Society had established itself as the unofficial sounding board on industrial civil defence matters.

Mr. Brend also dwelt enthusiastically on the liaison which the Society had established with industrial civil defence circles in the U.S.A., Canada, Eire, Sweden, Switzerland, Belgium and Norway. He said that the phrase "Fourth Arm of Defence" was not just a meaningless commonplace expression, but that it entailed permanent and serious obligations. He went on to emphasise the importance of industrial civil defence, stressing that if civil defence in industry should fail, it could affect the whole fabric of civil defence. In his view, effective civil defence in industry was dependent upon a clear and unambiguous lead, coupled with practical and positive guidance from the Government, and an acknowledgment by industry of its civil defence responsibility to its employees during their working hours, if war should come and under these circumstances, to keep the essential wheels of industry turning.

Response to Date

At the same time, Mr. Brend deplored the fact that 50 per cent of firms had taken no steps at all in the organisation of their civil defence and it was here that clear and responsible Government guidance could be of great help. The functions of management in this matter were three-fold: (1) protection of employees (2) maintenance of their morale, and (3) maintenance of production.

"Expert" speakers at the conference were Mr. L. G. Bullock, O.B.E., principal officer, South-Eastern Civil Defence Region, who gave a paper on "The Principal Officer's Task"; Lieut.-Col. R. G. McCall, M.B.E., principal emergency officer, Ministry of Food, South-Eastern Region, on "Emergency Feeding and Hygiene under 'Blitz' conditions"; Mr. R. M. North of the Home Office on the "Industrial Civil Defence Service"; Mr. R. Robinson, Civil Defence Staff College, on "Industrial C.D. In Action"; and Major R. W. Bretherton, C.D.O., Lancashire County Council, on "Local Authority Liaison with Industry."

Home Secretary's View

Official recognition of the importance of the Society's activities was implicit in the presence of the Home Secretary, Sir David Maxwell Fyfe, at the annual dinner on the 29th. Proposing the toast of the Society of Industrial Civil Defence Officers, Sir David emphasised that, as the Minister principally charged with organising the country's civil defence, he considered the development of an adequate Industrial Civil Defence Service to be an essential part of that organisation.

"Our object," continued Sir David, "has been and will continue to be to give you the maximum of help and guidance with the minimum of interference."

The Government, said Sir David, was making a start on the preparation of a technical handbook on fire protection which would enable the question of works fire brigades to be dealt with more fully. In the meantime, however, there was no reason why existing Brigades should not be fitted in to the general civil defence plan for the works. He concluded by expressing the belief that the Society had a valuable contribution to make not only to the defence of industry but to that of the country as a whole.

INAUGURAL REMARKS

Major-General J. S. Lethbridge, chairman of the Society of Industrial Civil Defence Officers, delivers the inaugural address to delegates at the recent Eastbourne convention.

Wage Picture Changes

STATISTICS appearing in the *Ministry of Labour Gazette* for September show that the average weekly earnings of 6,500,000 workers covered by an official inquiry were, at the end of April 1953, £7 17s. 6d. as against £7 7s. 3d. for April, 1952. The average weekly earnings of men aged twenty-one and over last April were £9 5s. 11d., of women aged eighteen and over, £5 6s. 3d., of youths and boys, £3 17s. 7d. and of girls, £3 2s. 6d.

These figures mean that average weekly earnings are up by 196 per cent on 1938 and, in the case of girls, by 238 per cent. The figure of average earnings for all workers was 52 per cent above the level at April, 1947.

The survey did not include agriculture, coal mining, railways, docks, shipping, distribution, catering or entertainment, but on or about last April the average weekly wage of the adult male farm worker was £6 12s. 8½d., of the mineworker, £12 6s. 1d., and of all classes of port workers, £10 5s. 5d. In the first eight months of this year, the *Gazette* also stated, that more than 6 million workers have had wage increases.

Besides increases in flat rates, the figures reflect adjustments in the number of hours worked and in those classed as overtime, extensions in the "payment by results" system, changes in the distribution by age and sex in various industries and differences in the distribution of workers among industries.

First Aid Manual

PUBLISHED a few weeks ago by the British Red Cross Society are two booklets entitled A.B.C. of First Aid and A.B.C. of Nursing, each price 2s. The booklets provide detailed information on the essentials of First Aid and Nursing, compiled alphabetically in handy reference form and it is interesting to note that copies are now to be found in all B.O.A.C. aircraft. The booklets should be equally valuable in the factory and office.

In Brief

ON January 1, 1952, there were seventy-four permanent Civil Servants more than seventy years of age. Eighteen months later there were 340 of them. The number of those between sixty-five and sixty-nine was 569 on January 1, 1952, and had risen nearly six times to 3,136 at the beginning of July, 1953. During the same period those between sixty and sixty-four had risen from 18,138 to 25,732.

* * *

A new system of cupola charging being installed by Leyland Motors Ltd. at their Farington foundry will mean greater safety by reducing the number of men engaged in handling heavy metals. The system incorporates the latest mechanical handling equipment including a magnetic hoist and self-weighing skips operating along a miniature railway track.

* * *

Instrument makers, Kelvin and Hughes Ltd., now award their most successful craft or technical apprentices an annual prize of an "Outward Bound" or "Moray Sea School" course. Recently the first two winners of this award left for a four weeks' course at the "Outward Bound" Sea School at Aberdovey, Merionethshire.

* * *

Sixteen members of the Office Management Association recently visited the seven-storey headquarters of Thos. Cook and Son Ltd. in Berkeley Street, London. The invitation was extended through Mr. T. G. W. Benjamin, manager of Cook's organisation department, and himself an O.M.A. member. The visitors were particularly interested in the organisation and administration of this vast travel H.Q. which employs some 2,500.

TAKE YOUR PICK

Two of four new menu poster styles designed by the National Savings Committee for use in industrial canteens. These posters can be supplied free of charge on application to the Committee at 1 Princes Gate, London, S.W.7.

New Scheme for Disabled

THE Minister of Labour has offered financial help to local authorities who wish to set up and operate workshops in which jobs can be found for severely disabled people. Grants up to three-quarters of the initial capital cost will be made and further grants may be given to meet operating losses. The scheme does not apply to the blind (for whom local authorities have a statutory responsibility) but to disabled people unfit to work in industry and who have not found jobs in Remploy factories or establishments run by voluntary organisations.

People

Mr. R. E. Anthony, safety officer of the Stork Margarine Works of Van den Berghs and Jurgens, Ltd., has retired after thirty-seven years in the margarine industry. Mr. Anthony is well-known in Cheshire for his work with the St. John Ambulance Brigade.

Mr. F. A. Austin, Works Manager, Hoover (Washing Machines) Ltd., Merthyr Tydfil, has been appointed Chairman of the East Wales Productivity Committee which has recently been set up by the Industrial Association of Wales and Monmouthshire.

Mr. A. E. Coghill has been appointed personnel manager for A. Links and Co. Ltd., Glasgow. He was for several years a director of Wallace and Weir, Ltd., and of Hills and Steele Ltd.

Mr. M. B. Forman, formerly of Courtauld's of Coventry, has succeeded Mr. H. E. Roff as director at the Institute of Personnel Management. Council members elected at the Institute's A.G.M. during the Harrogate conference were as follows: president, Mr. G. I. Gibbons; vice-presidents, Miss F. Hornbrook and Dr. A. S. Roy; honorary secretaries, Mr. A. D. Short and Miss M. Shingler; treasurer, Mr. L. T. Blakeman; honorary editor, Mr. B. Ungerson; immediate past-president, Mr. L. Gale.

Mrs. E. L. Gordon has been appointed staff trainer at the departmental store of John Barnes and Co. (John Lewis Partnership), Finchley Road, Hampstead, N.W.3.

Mr. H. W. Swann, O.B.E., M.I.E.E., retired from the position of Senior Electrical Inspector of Factories and Electrical Adviser to the Home Office on September 30th, 1953. He is being succeeded by Mr. F. H. Mann, M.I.E.E., who has been Deputy Senior Electrical Inspector for many years.

Obituary

Mr. W. Watson, M.I.W.E., founder and managing director of Safety Products Ltd., died on October 8 after a long illness. Mr. Watson, who was seventy-one, was very well-known for his work on eye protection in industry.

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SEATING

The increasing use of industrial canteens for meetings and recreational activities as well, focuses attention on the need for efficient, comfortable, seating which is easily adjustable to a variety of purposes. In these pages, we cover from time to time the major innovations in this field.

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

Folds with Ease

THIS new folding chair opens or closes in one movement and is designed not to catch the fingers. Having an all-steel seat, back and frame, the chair is said to be durable and resistant to warping and breakage. The pivot links and rivets are created with rust-resisting cadmium plate, while the frame and "wrinkle" finishes on the seat and back-rest are of baked-on plastic enamel, resisting insects, pests, weather and burns. Measuring 2 in. thick when folded, and weighing just on 10 lb., the chair is

easy to handle for storage and movement. Height 31½ in., seat width 14 in., seat depth 15 in., and width of tube ⅞ in. **(PM/693.)**

Lecture-room Chair

THIS lecture-room stacking chair is made of electrically-welded ¾ in. steel tubing. The seat support tubes and floor rails are made in one continuous piece to avoid damage to highly-polished floors. The seat and back are of stretched cotton canvas of special weave reinforced with eyelets and rivets. The chair is also available with seat and back of sheet plastic

(brown), shaped plywood natural polished, or upholstered. Frames can be provided chromium plated (Government regulations permitting); alternatively stove enamelled on a rust-proofed base.

The writing block is of polished hardwood of convenient shape and size. Overall depth, 24 in. Stack of ten chairs measures 42 in. by 26 in. by 24 in. The finished chair weighs approximately 12 lb. **(PM/694.)**

MAINTENANCE

Roof Proofing

THIS liquid bitumen proofing—whether for the repair of occasional leaks or for the treatment of the entire roof—can be applied cold, by means of fibre brooms or brushes. After a few hours, the liquid hardens to form, the makers claim, a durable, anti-corrosive coating, which will resist the worst weather conditions and temperature extremes. They say also that owing to complete absence of odour, this product is suitable for work where there must be no risk of contamination. One gallon covers approximately 8 to 10 sq. yd., and the proofing can be used on concrete, asphalt, asbestos and metal roofs, concrete floors, tanks, etc.

Made by the same firm is a plastic for filling cracks, holes and other imperfections encountered in a roof surface. This plastic is a bituminous putty containing a solvent oil, and should be used for sealing and filling before the liquid dressing is applied. It can be applied with ordinary trowels or putty knives and when dry, it resembles soft rubber. **(PM/695.)**

CANTEEN

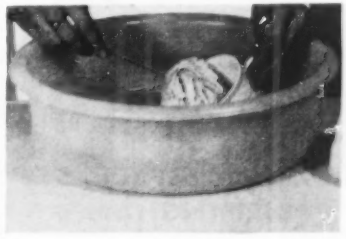
Paste Cleanser

TO all who are concerned with large-scale catering, the problem of minimising the risk of food poisoning is one of major importance. Cleanliness of utensils and of those who handle them should be a "must" in every canteen.

There is a pink smooth-paste cleanser which, say the makers, removes potential trouble-spots from the more inaccessible corners and crevices of utensils. At the same time, the cleanser, which has a glycerine base, cleans and protects the hands of the user. **(PM/696.)**

Easier Washing-Up

FOR the small canteen, here is a new idea in washing-up bowls, made of plastic. The makers claim that it will not chip, crack or craze and that it prevents grease or dirt being irremov-



ably grimed into the surface. It is light, acid resisting, has a deep, flanged rim for lifting safely. **(PM/697.)**

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Paste Paint Remover

SAID to remove five coats of paint at one go, a certain new paste paint remover is stated to have the following additional advantages: it will remove all oil-bound paints or distempers except cellulose; is non-inflammable and cannot harm wood, glass or metal; is not injurious to the skin; can be applied successfully on vertical surfaces, and, when suitably diluted, is able to clean paint and remove grease from machinery, and like objects. **(PM/698.)**

HANDLING

Handy Trolley

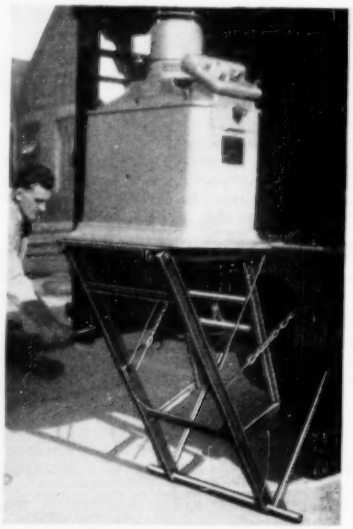
THE design of this trolley enables it to be used for transporting loads of uneven shape and size, such as sacks, large packages, drums, etc. Of steel, the trolley is mounted on 8 in. by

1¾ in. steel (or rubber-tyred) wheels. One fixed and two scissor-action gripping arms slide inwards to form a cradle. Its maximum load is 2¼ cwts. **(PM/699.)**

For Easy Lifting

THE following features are claimed for this lorry loader. The platform remains horizontal throughout its full travel, even when the vehicle is on an incline or road camber. Therefore the load remains safe at all times; capacity load of 10 cwt. can be raised in thirty seconds by one person and the platform can be lowered to ground level in under fifteen seconds.

Operation is by hand winch—



totally enclosed—and fixed underneath the vehicle without any projecting parts; the winch is self-sustaining, and it is therefore possible with the platform loaded or empty to release the hold on the handle without any danger of mishap. The platform being free from all cables or any encumbrance permits the loading of large-size packages such as machinery, motors, transformers, cable drums, newsprint, etc.

The whole apparatus is fitted permanently to the vehicle and occupies the minimum of space, being housed under the chassis or between chassis and floor when not in use, and fitting is effected without alteration to the chassis. **(PM/700.)**

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SAFETY

Electric Fire Guards

IN places where there are electric fires—the rest room, first-aid room, etc.—there is always the possible risk of fire. Here are two new guards, one for the reflector type of fire and the

other for a wall fire. Strong clips attach the guard securely in both cases. (See illustrations). **PM/701.)**

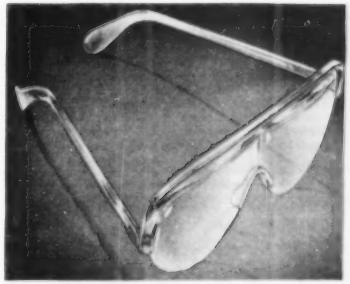
Acid-Resistant Boot

THIS new safety boot has been developed for use in the chemical industry, and the makers claim that after being immersed in 25 per cent ammonia for forty minutes at 45° C. the leather structure was unimpaired; also after being boiled for three minutes, there was no shrinkage. The tannage is resistant to acid rot and the vamp linings are perspiration proof. The Terylene thread used for this boot is said to be resistant against hydrochloric, sulphuric and nitric acids while the soling material has oil-resisting properties. **(PM/702.)**

'New Look' Protection

RECENTLY marketed is this all-plastic unbreakable pair of safety spectacles. The one-piece lens (see illustration) fits over personal glasses, and can be replaced. The lens meets the specification of the British Standards Institution for optical qualities and durability. Some of the features are the polythene nose bridge, and the "one-screw" lock of temples to lens. Obtainable with the spectacles are sideshields for extra protection.

The same firm also produces an all plastic safety goggles with adequate ventilation to prevent fogging and wide *Optilite* lens of B.S.I. specification. **(PM/703.)**



HEATING

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A NEW single, self-contained flueless air heater and conditioner is designed to give heat in cold weather and ventilate in hot weather. It heats up to 25,000 c. ft. of factory space with three air changes an hour, and a 28° positive temperature rise. Gas output (per hour) is 100,000 B.T.U.; heat output (per hour) is 90,000 B.T.U., and air throughput (per hour) is 100,000 c. ft.

Built of heavy gauge mild steel with wrought-iron ducts, the heater is finished in vitreous enamel. The louvre assembly can be rotated to allow the heat to be directed to any part of the building. **(PM/704.)**

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HEALTH

Antiseptic Hand Cleaner

AMONG hand cleansers on the market is an antiseptic, non-abrasive jelly soap. The makers claim that a small blob rubbed on to dry hands loosens up the dirt, which can then be washed away easily. Heavy oil, tar, resin, rubber compound, bitumen, and so forth are all stated to be easily removed, leaving the hands soft and smooth. Available for discharging this cleanser are dispensers ranging in capacity from 2½ lb. to 7 lb.

(PM/705.)

COMMUNICATIONS

Enclosed Bell

A NEW type of industrial bell with all working parts housed under a cast steel gong has been produced. The hammer shaft has been designed to allow the head to strike directly on to the underside edge of the gong dispensing with the projection which is normally necessary with this type of bell.

The cast metal base is so shaped that the bell is drip-proof and weather-proof. Three types are available: battery, A.C. or D.C. mains for all voltages up to 250. All models are drilled for conduit entry at top, bottom, sides and rear, and a separate back plate is available as an extra for taking flush type conduit boxes. Protected terminals are fitted in the base and bakelite is used for all insulation.

(PM/706.)

Visual Aid

THIS new visual indicator has many different uses, and is suitable for factories, surgeries, etc. The mere pressing of a button will illuminate the message in the call panel and can, if required, emit a distinctive buzz. The following is a list of alternative wordings available for the panel: "enter"—"engaged"—"next please"—"on"—"off"—"stop"—"go"—"exit"—"entrance." It operates on 12 volts from A.C. mains through a small transformer. **(PM/707.)**

For Staff Notices

RECENTLY introduced is a new notice board made from black, laminated perforated sheeting backed with pressed wood, which is said to be hard-wearing and colour fast. This board, which is suitable for the canteen, is supplied with interchangeable letters, in white or red, these being guaranteed against breakage for three years. Sheeting come in five sizes from 12 in. by 7½ in. to 23 in. by 46 in.

(PM/708.)

INDUSTRIAL SAFETY OFFICERS' CONFERENCE

(Continued from page 220)

economic output life of plant and equipment, so was it necessary for the improvement of working conditions and the safe operation of plant. "Either by accident or by design," said Mr. Richards, "much of our industrial legislation implies plant maintenance without specific reference to the term."

Mr. R. E. Tugman, Division Safety Officer, I.C.I. Ltd., and Mr. H. G. Winbolt, presented a joint papef entitled "Safety and the Spoken Word," with the object of offering guidance to safety officers faced with the task of addressing employees at public meetings. Mr. Tugman's advice was to apportion 10 per cent of the speech to introduction, 80 per cent to argument and 10 per cent to conclusion.

No Jargon

Mr. Winbolt asked the delegates to avoid jargon and not to worry about their grammar. He also asked them to deliberate before making a speech and ask themselves what they had to offer their audiences on their particular subject. He pleaded for modulation of voice and for a form of address to the audience which anticipated the listeners' response, albeit unexpressed.

Other features of the Conference were the group discussions on: "To what extent should clearance certificates be applied to mechanical, electrical and chemical equipment?" and "How can we sell safety to middle management?"

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I.P.M. CONFERENCE

(Continued from page 215)

done by the Institute in trying to help personnel management work in the world at large and in seeking a high standard of qualification among personnel officers. The view of every Productivity Team to have visited the U.S.A. was that increased production was intimately bound up with good industrial relations, and that the fundamental aim of personnel officers was to improve industrial relations. The whole question opened up a very large field for research. This was a matter of urgency and there ought to be a definite drive to find out ways of improving present techniques. Up to now cost had been the deterrent, but industry ought to help financially. "Let us do something, not just talk about it," said the President.

On Sunday, October 4, the speakers were Sir Andrew McFadyean on "Finance and Full Employment" and Sir John Woods on "The Need to earn our National Bread and Butter: how do we get this across?"

The central idea behind Sir Andrew's address was the changed pattern of employer/worker relations since World War II, and the vital qualifications to all his remarks was the phrase *in a free society*. In recent years there had been too many jobs chasing too few workers and it was now a world in which employers (generally) were much more afraid of losing their labour than workers their jobs. A slightly higher degree of unemployment would certainly mean a greater flexibility of labour, and Britain's present economic problems demanded increased flexibility of labour. But there was always that morbid fear of unemployment; and fear, stressed Sir Andrew, is given us to put us on our guard, but when exaggerated it produces paralysis. That was the psychological dilemma inherent in the problem. On the other hand, even if we did all in our power, there was no guarantee that we could maintain full employment. This was now a world, not merely a United Kingdom problem.

Emergent from Sir John Woods' address, who first of all gave an admirably clear exposition of our balance of payments problem, was the theory of the dangers inherent in what he referred to as the "group mentality" in industry. Definite, discernible groups, isolated one from the other, created tensions in our industrial set-up. There was the management group and the trade union group, still, in this day and age when harmony in the factory was more than ever vital, with their irrational suspicions and mistrust. Sir John could not offer a panacea, but more and more informal discussion at all levels and between all ranks would certainly help.

The Work to be Done

Summing up, it is clear from the ideas put forward at Harrogate that personnel management is now very much aware that its function is not merely to keep labour passively content. If the present British standard of living is to be maintained, let alone improved, that ugly and ubiquitous word "productivity" has to be translated into material goods and services. All of which is profoundly bound up with the response of labour which, in turn, intimately involves the personnel officer. It is encouraging to know that personnel officers are at least aware of this. The next step is that which was outlined by Sir John Woods: namely, "How do we get this across?"

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 1485. The Firemen's Pension Scheme Order, 1953. Dated September 12, 1953, made by the Minister for Home Affairs under section 26 of the Fire Services Act, 1947(a). *H.M.S.O.* 5d. (Relates to the counting of back service for pension purposes and provides for the reckoning of probationary service in certain cases.) Operative from September 15, 1953.

No. 1489. The Boot and Shoe Repairing Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated September 14, 1953, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945(a) *H.M.S.O.* 4d. (Revokes Order D.105 and increases the statutory minimum remuneration.) Operative from October 2, 1953.

No. 1394. The Milk Distributive Wages Council (England and Wales) Wages Regulation Order, 1953. Dated September 16, 1953, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1953. *H.M.S.O.* 6d. (Revokes Order M.D.(68) and increases the statutory minimum remuneration.) Operative from October 4, 1953.

No. 1397. The Milk Distributive Wages Council (Scotland) Wages Regulation (Amendment) Order, 1953. Dated September 17, 1953, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 3d. (Revokes Order M.D.S. (59) and increases the statutory minimum remuneration). Operative from October 5, 1953.

No. 1404. The Retail Drapery, Outfitting and Footwear Trades Wages Council (Great Britain) Wages Regulation Order, 1953. Dated September 18, 1953, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 6d. (Revokes Orders R.D.O. (10), R.D.O. (12) and R.D.O. (14) and increases the statutory minimum remuneration, and amends Order R.D.O. (4) by providing the method of calculating the amount of accrued holiday remuneration payable to a worker on the termination of his employment). Operative from October 14, 1953.

No. 1413. The National Assistance (Re-establishment Centres) Regulations Confirmation Instrument, 1953. Dated September 29, 1953, made by the National Assistance Board under section 19 of the National Assistance Act, 1948(a). *H.M.S.O.* 3d. (Confirms regulations made by the Board relating to the management of re-establishment centres and to rules of behaviour for people being maintained at such centres). Operative from October 1, 1953.

No. 1464. The Iron and Steel Foundries Regulations, 1953. Dated October 1, 1953, made by the Minister of Labour and National Service under the Factories Acts 1937(a), 1948(b), and the Transfer of Functions (Factories, etc.) Order, 1946(c). *H.M.S.O.* 4d. (Regulations contain requirements as to gangways, dust and fumes suppression, protective equipment, bathing facilities, clothing accommodation, and the arrangements and storage of foundry equipment, tools, etc.) Operative from January 1, 1954.

Draft. Notice of Preliminary Draft of the National Insurance (Local Advisory Committees) Amendment Regulations, 1953. To be made by the Minister of National Insurance under section 42 of the National Insurance Act, 1946, as amended by section 5 (3) of the National Insurance (Industrial Injuries) Act, 1953 submitted to the National Insurance Advisory Committee in accordance with section 77 of the National Insurance Act, 1946. *H.M.S.O.* 2d. (This note is to indicate general purport of proposed regulations to extend the functions of local advisory committees by enabling the Minister of National Insurance to refer to them for consideration and advice questions bearing upon the administration of the National Insurance (Industrial Injuries) Act, 1946.

INDUSTRIAL COURT AWARDS

No. 2469. Glass Container Industry. Reference: To determine a claim of the Trade Unions' side that an increase of 2d. per hour should be added to all adult rates in the Schedules, both males and females, with proportionate increases for juveniles. Award: That adult male and female rates in the Schedules shall be increased by 1½d. per hour with proportionate increases for juveniles. (21/8/53.)

No. 2470. Government Industrial Establishments Reference: That the lead of 17s. over the standard Admiralty rate paid to craftsmen employed in the Torpedo Experimental Establishment, Greenock, and withdrawn by the Admiralty on October 21, 1952, shall be restored with retrospective effect from the above date. Award: Claim not established. (17/9/53.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 412. Rates of Wages of Certain Workers Employed by an Engineering Firm at Coventry. Claim: For payment of certain workers in accordance with the Skilled Toolroom Operatives' Agreements of June, 1940, and January, 1941. Award: Claim not established. (19/8/53.)

No. 413. Terms and Conditions of Employment of Packing Case Makers Employed by a Firm of Casemakers at Oldham. Claim: For observance by employers of terms and conditions of agreement between the Oldham and District Packing Case Makers' Association and the National Union of Packing Case Makers (Wood and Tin), Box Makers, Sawyers and Mill Workers. Award: In favour of claim. (20/8/53.)

No. 414. Remuneration of Metal Dressers Employed by an Electrical Engineering Company at Bradford. Claim: That metal dressers should, in accordance with N.A.T. Award No. 213 and I.D.I. Award No. 63, have received an advance of 11s. a week instead of 8s. Award: Claim not established. (21/8/53.)

No. 415. Terms of Employment of Certain Electrical Assistants Employed by the Co-operative Wholesale Society Ltd. Claim: For observance by employers of terms and conditions of agreement between the National Federated Electrical Association and the Association of Supervising Electrical Engineers relating to minimum salaries for supervising electrical engineers. Award: Claim not established. (21/8/53.)

No. 416. Remuneration of Certain Workers Employed in the Fish Docks at Milford Haven. Claim: For increase of 7s. 6d. per week for fish lumpers and day men. Award: Increase of 7s. 4d. per week. (25/8/53.)

No. 417. Remuneration of Certain Workers Employed by a Firm of Ship Chandlers at Milford Haven. Claim: For increase of 7s. 6d. per week. Award: Increase of 7s. 4d. per week. (25/8/53.)

No. 418. Remuneration of Certain Workers Employed by an Ice Manufacturing Firm at Milford Haven. Claim: For increase of 7s. 6d. per week. Award: Increase of 7s. 4d. per week. (25/8/53.)

No. 419. Rates of Pay of Musicians at a Theatre at Bournemouth. Dispute arising out of a difference as to the rates of pay applicable to musicians. Award: Basic minimum for musicians at New Royal Theatre, Bournemouth, shall be £5 10s. 0d. per week, with not less than 10s. per week above minimum for leaders. Basic rates to be subject to addition of bonus of £2 2s. 6d. per week. Backdated to 20/3/53. (26/8/53.)

No. 420. Rates of Wages in the Wood Box, Packing Case and Wooden Container Industry in England and Wales. Claim: For increase of 4d. per hour in national minimum adult wage. Award: Increase of 1½d. per hour for adult males and of 1d. per hour for adult females. (26/8/53.)

No. 421. Terms and Conditions of Employment of certain Workers employed by a Firm of General Export Packers in London. Claim: That the Company in respect of four named workers should observe the recognised terms and conditions of employment laid down by the Joint Industrial Council of the Wood Box, Packing Case and Wooden Container Industry. Award: Claim not established. (27/8/53.)

No. 422. Remuneration of School Caretakers employed by the Hertfordshire County Council required to perform Work in connection with the School Meals and School Milk Service. Claim: That caretakers required to perform such duties should be paid additional remuneration. Award: Claim not established. (28/8/53.)

No. 423. Basic Time Rates in the Hosiery Dyeing, Bleaching and Finishing Industry in the Midlands. Claim: For an increase in basic time rates. Award: Claim not established. (31/8/53.)

No. 424. Recognised Terms and Conditions of Employment for Workers employed by a Firm of Cotton Carpet Manufacturers at Workington. Claim: That the Company should observe the terms and conditions of employment as agreed by the National Joint Committee for the Carpet Industry. Award: Claim not established. (31/8/53.)

No. 425. Terms and Conditions of Employment of an Employee of the Portland Urban District Council. Claim: That this Council in respect of Mr. C. H. Carter, station waterworks engineer, should observe the terms and conditions of employment established by the National Joint Council for Local Authorities' Administrative, Professional, Technical and Clerical Services. Award: Claim established. (7/9/53.)

No. 427. Remuneration of Staff employed at the London Branch of the Co-operative Insurance Society Ltd. Claim: For improvements in the existing differentials for male and female staff employed at the London Branch Office of the

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Society. Award: Claim not established. (7/9/53.)

No. 428. Remuneration of the Chief Officers of the West Riding of Yorkshire County Council. Claim: That the salary scale of the County Treasurer, the County Engineer and Surveyor, the County Education Officer and the County Architect should be £3,000 + £100 up to £3,500 per annum. Award: That these officers shall be paid £2,900 per annum rising by three annual increments of £100 and one increment of £50 to £3,250 per annum. (9/9/53.)

No. 429. Rate of Wages of Workers employed by Wholesale Newsagents in the London area. Claim: For increased wages and additional payment for night workers. Award: Claim not established, but wages of the workers concerned to be increased by 5s. per week. (14/9/53.)

No. 430. Recognised Terms and Conditions of Employment for certain Workers employed by an Engineering Firm at Alperton, Middlesex. Claim: That the Company should observe in respect of their apprentices the terms and conditions of employment covering apprentices, boys and youths as laid down in the engineering industry. Award: Claim established. (14/9/53.)

No. 431. Salaries of Clerical Staff employed by a Manufacturing Firm at Wednesfield. Claim: For increases in salaries in accordance with the terms of certain specified agreements. Award: Claim established, scaled increases up to 14s. per week in the case of males and 10s. 6d. per week in the case of females granted to clerical staff; some awards backdated to 7/1/53 and others to 29/12/52. (14/9/53.)

GENERAL

Civil Defence Film Strips: 22. Welfare Training. Functions of the Various Services within the Welfare Section. (34-336-22.) Lecture notes 6d. (7½d.) 23. **Rescue Training. Ropes, Knots and Lashings. Part I.** (34-336-23.) Lecture notes (Nos. 23 and 24) 6d. (7½d.) 24. **Rescue Training. Ropes, Knots and Lashings. Part II.** (34-336-24). 25. **Rescue Training. Derricks, Sheer Legs, Gins and Jibs. Part I.** (34-336-25.) Lecture notes Nos. 25 and 26) 6d. (7½d.) 26. **Rescue Training. Derricks, Sheer Legs, Gins and Jibs. Part II.** (34-336-26.) 27. **Rescue Training Blocks, Tackle and Holdfasts.** (34-336-27.) Lecture notes 5d. (7½d.). 28. **Rescue Training. Temporary Shoring, Propping and Strutting. Part I.** (34-336-28.) Lecture notes (Nos. 28, 29 and 30) 6d. (7½d.). 29. **Rescue Training. Temporary Shoring, Propping and Strutting. Part II.** (34-336-29). 30. **Rescue Training. Temporary Shoring, Propping and Strutting. Part III.** (34-336-30.). 5s. (5s. 1½d.) each (including lecture notes).

Report of a Court of Inquiry into an apprehended dispute affecting the National Society of Operative Printers and Assistants, the Printing Machine Managers' Trade Society, Associated Newspapers Ltd., and the Newspaper Proprietors Association. Presented by Minister of Labour and National Service, August, 1953. *H.M.S.O.* 1s. (Cmd. 8931) (Industrial Courts Act, 1919.)

Report of H.M. Chief Inspector of Mines for 1951. Issued by Ministry of Fuel and Power, August 11. *H.M.S.O.* 2s.

Clean Catering. A handbook on hygiene in catering establishments. *H.M.S.O.* 2s. 6d. Contains practical advice and suggestions for persons running industrial canteens and catering establishments.

Choice of Careers. (New Series No. 32). The Civil Service: Executive and Clerical Officers. *H.M.S.O.* 1s. 3d. Issued by the Central Youth Employment Executive to give boys and girls some idea of the day-to-day work of executive and clerical officers in the Home Civil Service.

Civil Service Commission. Question Papers of the Qualifying Examination in Factory Law, etc. *H.M.S.O.* 4d. Reprint of the questions set at the May, 1953 examination for establishment in the grade of H.M. Inspector of Factories, Class II. Subjects covered are factory law and industrial hygiene and sanitary science.

Selected Decisions of the Minister on Questions of Classification and Insurability (Pamphlet M.5.). *H.M.S.O.* 4d. (Nine leading decisions of the Minister of Pensions and National Insurance under the National Insurance Acts. Decisions affect a boarding house proprietor, an articled clerk, a canteen manageress, resident welfare warden, an assistant medical practitioner, a foreign newspaper correspondent, timber fellers, outworkers in the cutlery trade, and a theatrical producer.)

November Diary for Management

BACIE

Nov. 18-20 **London,** 8 Hill Street, W.1. Three-day Senior Management Course "Running a Meeting."

BRITISH INSTITUTE OF MANAGEMENT

11-14 **Harrogate,** Annual Conference.

BURTON MANOR

8-20 **Burton in Wirral.** "Supervisory Management."
8-13 **Burton in Wirral.** "Communication on the job."
22-Dec. 4 **Burton in Wirral.** "A Course for Supervisory Grades in the Docks Industry."
22-Dec. 4 **Burton in Wirral.** "Art of Communication."
29-Dec. 4 **Burton in Wirral.** "Supervisory Management Refresher Course."

INDUSTRIAL WELFARE SOCIETY

2 **London.** "Human Problems Involved when Introducing Office Mechanisation." (Lecture.)
4 **London.** Sports and Social Club Meeting (half-day.)
5, 12, 19 & 26 **London.** "Speaking Successfully in Business and in Public." (Lectures.)
9-13 **London.** Materials Handling and the Human Factor.
10 & 24 **London.** "What to do and how to do it." (Progressive Foremanship Courses.)
11 **London.** Day Course on Manual Lifting and Handling.
13-16 **Grange-over-Sands.** Seventh I.W.S. Canteen Conference. (Residential Conference.)
16, 23 & 30 **London.** Foreman Training Discussion Groups.
17 **Manchester.** Course for Women Supervisors.
23-27 **London.** "The Technician and Human Relations in Industry." (Tutorial Course.)
25 **Slough.** Canteens Course.

INSTITUTE OF INDUSTRIAL SUPERVISORS

12-14 **Leamington,** Ashorne Hill. "Human Relations, Communications and Discipline." (Week-end Course.)
20-22 **Stirlingshire,** Allan Water Hotel. "Human Relations, Communications and Discipline." (Week-end Course.)

INSTITUTE OF INDUSTRIAL TECHNICIANS

19 **Manchester,** Albert Square. "The Training of Operatives in Industry." (Open Meeting.)

INSTITUTE OF PERSONNEL MANAGEMENT

5 **London.** Discussion Meeting.
15-20 **Birmingham.** Five-day residential Study Course. Industrial Relations.
27-29 **Cranfield.** Work Study—an appreciation Course.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

2-6 **London.** Course II in Selection Methods.
4 **London.** "Conference Groups in Action." (Lecture.)
10-11 **London.** Two-day Conference on Selection Methods.
12-13 **London.** Two-day Conference on Staff Assessment Procedures.
16-20 **London.** Course in Training Methods.
27 **London.** One-day Conference for NIIP Trained Interviewers.
30-Dec. 4 **London.** Course for Managers (Part II.)

PENDLEY MANOR

2-7 **Tring.** Course for Foremen and Supervisors.
23-28 **Tring.** Course for Foremen and Supervisors.

URCHFONT MANOR

9-19 "Consultation in Industry." (Course for people up to foreman level, concerned with consultation and committee work.)
30-Dec. 16 "The Human Factor in Industry." (Course for foremen, chargehands, shop stewards and potential supervisors in industry.)

INSTITUTION OF PRODUCTION ENGINEERS

10 **Birmingham.** James Watt Institute, Gt. Charles Street. "The Human Aspect of Production Planning and Control." (Lecture.)
11 **Chatham,** Sun Hotel. "The Training of Supervisors." (Lecture.)
18 **Gloucester,** Bell Hotel. "Application of Motion Study." (Lecture, in conjunction with Plastics Institute.)

DUKE OF EDINBURGH TO ATTEND

ALTHOUGH he was unable to attend the I.P.M. Conference at Harrogate last month owing to previous engagements, the Duke of Edinburgh has accepted an invitation to attend a dinner being held by the Institute some time in the late spring of 1954 to mark its 40th anniversary.

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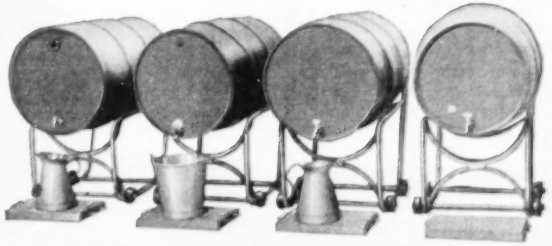

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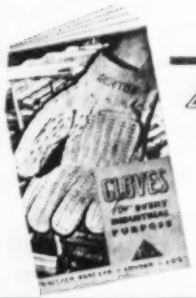

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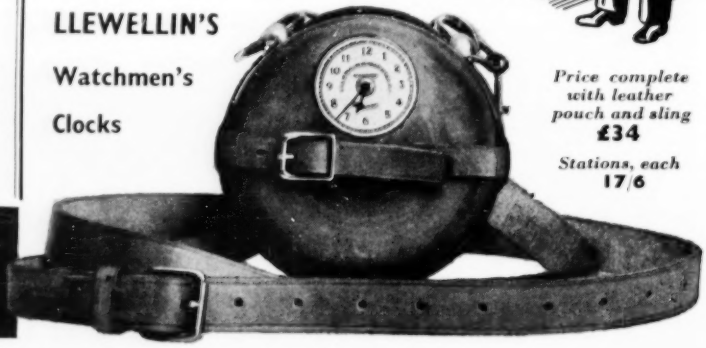

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BLUEPRINT FOR INDUSTRIAL HEALTH

(*Continued from page 223*)

these include testers, elevator operators, crane operators and truck drivers. Watchdog of the employee's health on the job is the Industrial Hygiene Engineering Group, a part of the Medical Department.

In addition to "in-the-plant" services, the Department provides full medical care in the homes and in hospitals for employees injured at work, or who contract industrial illnesses. The Medical Department, in addition, co-operates with the University of Pittsburgh School of Medicine and the School of Nursing by providing in-plant training for graduate physicians and nurses who plan to specialise in industrial medicine. These graduates work in the Department one at a time as part of their course.

The Eyes Have It

Another integral part of the Westinghouse medical programme is to make its workers **actively** health and safety conscious by means of various experiments and effective "stunts." Recently, for example, the inestimable gift of sight was emphasised through a "Blind Date Day" during which thousands of employees in more than eighty plants voluntarily donned blindfolds and tried to carry on their regular work. It was, in effect, part of a safety demonstration dramatising the need for precaution against eye injury. Without exception, they found that they could not do their jobs as "blind people." Welders could not weld; secretaries turned out gibberish for shorthand; and technicians could not put parts together. They were practically helpless in such familiar matters as eating, lighting a cigarette or bowling with the company team.

Although this promotional stunt is not a brand-new idea, Westinghouse executives believe that this is the first time that such a project has been accomplished by all of one industrial and manufacturing company's plants simultaneously.

A considerable number of U.S. industrial accidents result in complete or partial blindness each year. Records show that in nearly every case of disabling eye injury, accidents could have been avoided entirely if the employee had been wearing the adequate eye protection furnished by his company. "Blind Date Day" helped to hammer this point home.

Blind Date Day! At the Westinghouse plant, Sunnyvale, California, this young employee found that, blindfolded, he missed "by a mile" in trying to cut along the line on a piece of scrap metal.

Carrying out instructions given previously in special meetings, plant safety supervisors approached employees on "Blind Date Day" with the question: "Have you ever thought how it would be if you were to lose your eyesight suddenly?" Usually caught unprepared for a direct answer, the employee was asked to place the blindfold over his eyes in a test to see how well he could perform his job with such a handicap. Special care was taken, of course, to make sure he could not injure himself or others. Some employees were asked to wear the blindfold during lunch or recreational periods.

A series of pictures taken at four separate Westinghouse plant locations form permanent evidence of the futility encountered by the volunteers in trying to run through their daily routine at the plant for a short period of time in a world of darkness.

If, then, a moral can be drawn from the Westinghouse activities, it is as follows: not only is prevention better than cure but prevention is as much a matter for the worker as for the medical expert. At the same time, because human beings are fallible, a first-class medical service is a top priority of any large works.

Management Bookshelf

A MOST substantial work has appeared to swell the ranks of literature on management in the shape of a volume entitled *The Principles and Practice of Management* (Longmans, Green and Co., 50s.). The work, which runs to over 750 pages, is described as "the first comprehensive British textbook of management in the present generation," and represents the fruition of much labour and thought by its editor, E. F. L. Brech, senior consultant, Urwick, Orr and Partners Ltd., and its four associate authors who are as follows: R. M. Aldrich, group personnel executive, S. Smith and Sons (England) Ltd., A. W. Field, general works manager, Mawdsley's Ltd., J. Maddock, director, Peter Spence and Sons Ltd., and F. L. Woodroffe, sales consultant.

The authors have aimed at presenting in one volume an up-to-date study of the theory and practice of management to serve as a general basic textbook for many of the courses in the management syllabus. The layout of the volume has been designed to assist the lecturer and "to supplement but not to supplant his teaching." "It has been prepared," says the editor, "on the foundation that management is a growing profession, that it has its own specific body of knowledge, and that it is susceptible of study on lines comparable with those of the sciences and the arts."

Presentation is in six parts: Introduction, Distribution, Production, Personnel, Control and Conclusion. The first presents the analytical framework within which the whole process of management is reviewed and its underlying principles laid down, the next four parts deal with the major divisions of management, while the Conclusion presents the history of management—in broad principle, naturally—within the past fifty years.

Part III, dealing with personnel, is a book in itself extending to 160 pages. Subjects covered here are:—the personnel function—the nervous system of organisation structure; industrial relations; training, promotion and withdrawals; the activities of a personnel department; physical working conditions; employee services; taking a case to arbitration; and an appendix entitled "Things a Personnel Manager Should Know."

Most appropriately, we are told that this is not a book to be read once and set aside (nor could it be read in one sitting). It is to be regarded as a "manager's desk book for recurrent study and reference." As such, it might well prove an invaluable adjunct to the actual field work of management provided it is regarded as a background reference and not as a ready reference.

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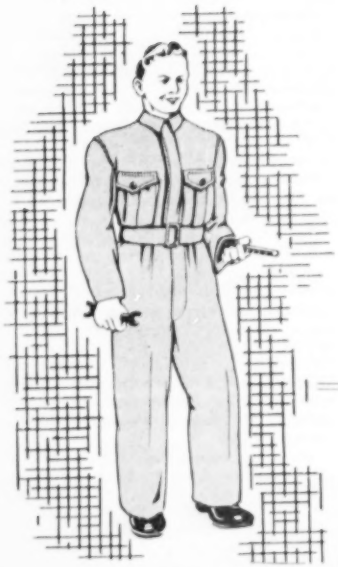

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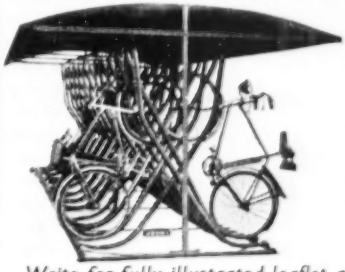

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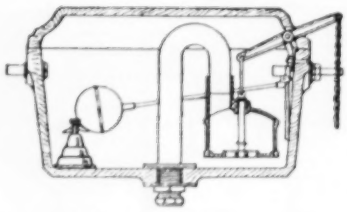

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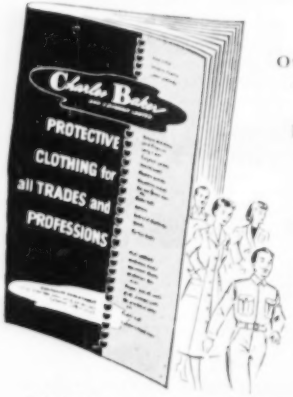

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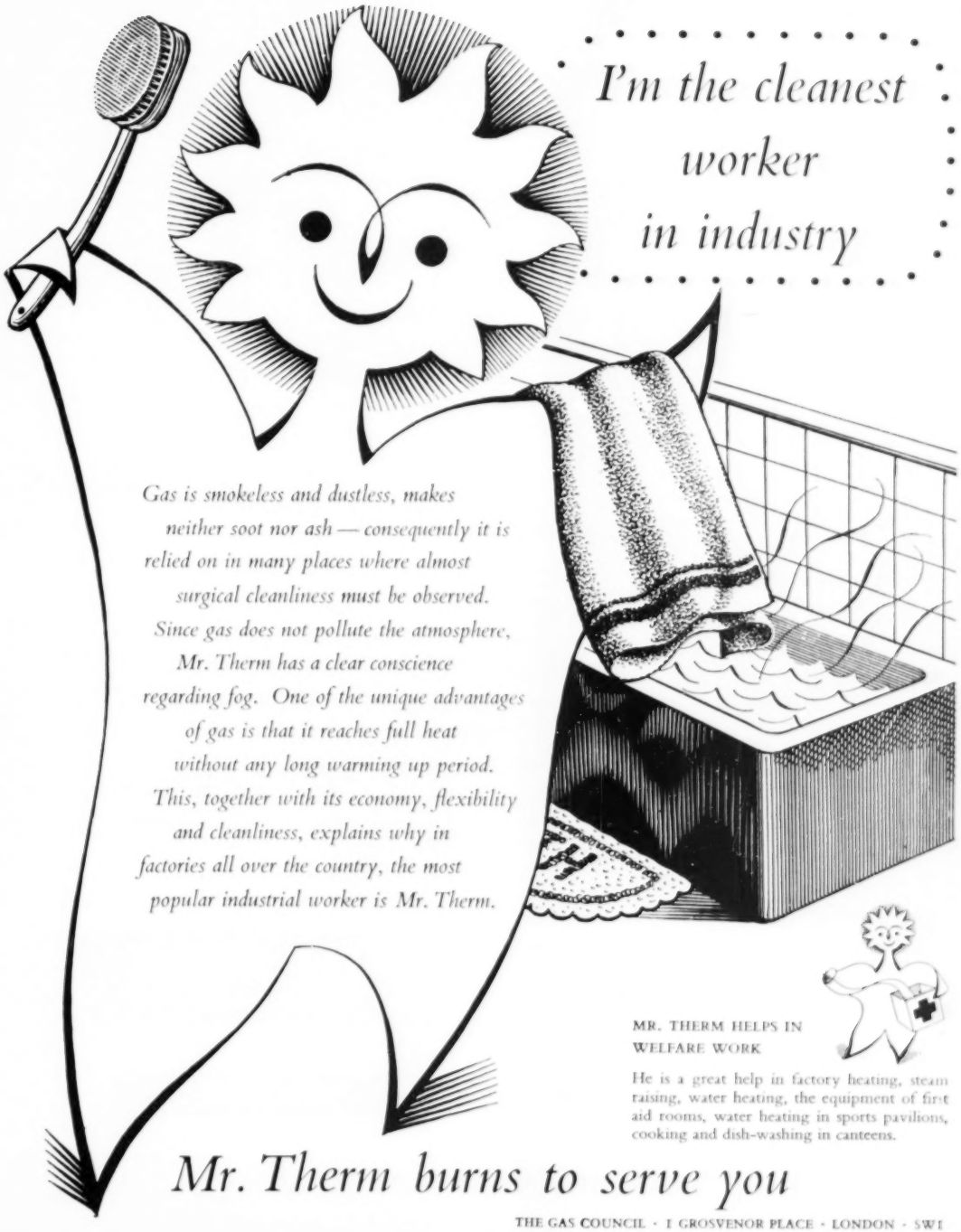

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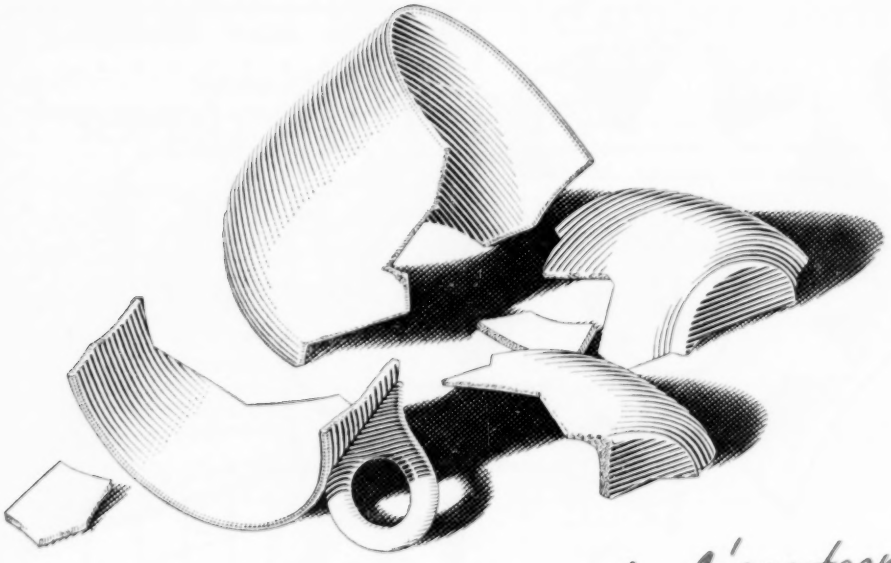

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